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Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2015 to 30 June 2016

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2015 to 30 June 2016, which amounts to $389,555,900.

During the 2015/16 period, Haiti will face the challenges of the parliamentary and local elections and the transition to a newly elected presidency. MINUSTAH will continue to implement the consolidation of its activities, key priorities and the drawdown of troops as mandated by the Security Council in its resolution 2180 (2014). The Mission will also continue the implementation of its conditions-based consolidation plan, focusing on the promotion of democratic consolidation and good governance, the strengthening of the rule of law and human rights and the creation of a safe and secure environment. The Mission will intensify its efforts aimed at gradually transferring critical functions to national or international partners, including the United Nations country team. It is in that context that the Mission has developed its priorities for 2015/16.

The proposed budget, in the amount of $389,555,900, represents a reduction of $110.5 million, or 22.1 per cent, compared with the appropriation of $500,080,500 for the 2014/15 period. The decrease is attributable to the reduction of 2,651 in the number of military contingents mandated by the Security Council in resolution 2180 (2014), the proposed abolishment and conversion of 268 posts and 38 positions, respectively, the closure of five liaison offices and the regional office in Jacmel as part of the ongoing consolidation plan, and the reconfiguration of the Mission's civilian air fleet. The Santo Domingo Support Office, which was established following the earthquake in 2010, will be progressively closed by consolidating the Mission's administrative services in Port-au-Prince.

The budget provides for the deployment of 2,370 military contingent personnel, 951 United Nations police officers, 1,600 formed police unit personnel, 352 international staff, 1,055 national staff, 116 United Nations Volunteers and 50 Government-provided personnel.

The total resource requirements for MINUSTAH for the financial period from 1 July 2015 to 30 June 2016 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (security and stability; democratic governance and State legitimacy; rule of law and human rights; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June)

Category	*Expenditure*[a] *(2013/14)*	*Apportionment*[a] *(2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	290 535.9	248 450.2	174 429.1	(74 021.1)	(29.8)
Civilian personnel	126 281.3	120 655.7	111 008.9	(9 646.8)	(8.0)
Operational costs	123 357.9	130 974.6	104 117.9	(26 856.7)	(20.5)
Gross requirements	**540 175.1**	**500 080.5**	**389 555.9**	**(110 524.6)**	**(22.1)**
Staff assessment income	12 769.0	12 282.4	11 187.8	(1 094.6)	(8.9)
Net requirements	**527 406.1**	**487 798.1**	**378 368.1**	**(109 430.0)**	**(22.4)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**540 175.1**	**500 080.5**	**389 555.9**	**(110 524.6)**	**(22.1)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs to the civilian personnel category of expenditure and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs to the military and police personnel category of expenditure.

Human Resources[a]

	Military contingents	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary positions*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2014/15	–	–	–	21	19	1	3	–	**44**
Proposed 2015/16	–	–	–	22	18	–	1	–	**41**
Components									
Security and stability									
Approved 2014/15	5 021	951	1 600	19	20	–	11	50	**7 672**
Proposed 2015/16	2 370	951	1 600	19	20	–	11	50	**5 021**
Democratic governance and State legitimacy									
Approved 2014/15	–	–	–	61	150	–	29	–	**240**
Proposed 2015/16	–	–	–	54	127	–	21	–	**202**
Rule of law and human rights									
Approved 2014/15	–	–	–	31	64	–	8	–	**103**
Proposed 2015/16	–	–	–	29	54	–	7	–	**90**
Support									
Approved 2014/15	–	–	–	265	986	1	102	–	**1 354**
Proposed 2015/16	–	–	–	228	836	–	76	–	**1 140**
Total									
Approved 2014/15	5 021	951	1 600	397	1 239	2	153	50	**9 413**
Proposed 2015/16	2 370	951	1 600	352	1 055	–	116	50	6 494
Net change	**(2 651)**	**–**	**–**	**(45)**	**(184)**	**(2)**	**(37)**	**–**	**(2 919)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1524 (2004) and extended in subsequent Council resolutions. The most recent of these was resolution 2180 (2014), in which the Council extended the mandate of MINUSTAH until 15 October 2015 and decided that the Mission's overall force levels would consist of up to 2,370 troops of all ranks and a police component of up to 2,601 personnel.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti.

3. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2014/15 budget have been explained under the respective components.

4. As part of its overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below, which are organized according to four components (security and stability; democratic governance and State legitimacy; rule of law and human rights; and support) and are derived from the mandate of the Mission.

5. In the 2015/16 period, the Mission's presence will remain in four regional offices, in Port-au-Prince (West), Cap-Haïtien (North), Gonaïves (Artibonite) and Les Cayes (South). In line with its continued consolidation, MINUSTAH will take additional steps to reduce its size and scope by proposing additional reductions in its civilian staffing structure, in both the substantive and the support components, to reflect the consolidation of functions and, where applicable, the transition to national authorities and other relevant partners.

B. Planning assumptions and mission support initiatives

6. During the 2015/16 period, Haiti will face the challenges of the elections and the handover of power to a newly elected President. The Mission intends to continue its focus on the priorities highlighted in the consolidation plan presented to the Security Council in the 2014/15 period, namely, the promotion of democratic consolidation and good governance, the strengthening of the rule of law and human rights and the creation of a safe and secure environment, while deepening the consolidation process and intensifying its efforts aimed at gradually transferring critical functions to national or international partners, including the United Nations country team. It is in that context that the Mission has developed its priorities for 2015/16 in line with its mandate, which remains unchanged: the progressive

reduction of its footprint and scope of activities, taking into account its capacity to fully implement its core security and stabilization mandate and plan for its responsible withdrawal from Haiti.

7. As at 1 July 2015, the five liaison offices (in Jérémie, Miragoâne, Port-de-Paix, Fort Liberté and Hinche) and the regional office in Jacmel will be closed. The Mission's presence and logistical support will remain in the four regional offices, in Port-au-Prince (West), Cap-Haïtien (North), Gonaïves (Artibonite) and Les Cayes (South). The four logistical hubs will continue to provide maintenance facilities; level I medical capacity; construction capacity; a regional integrated warehouse, including tactical reserve stocks; and mobile support teams. Port-au-Prince will have a level II hospital, aviation assets and the Mission's integrated maintenance facility.

8. The MINUSTAH military component will reduce its number and footprint, while the police component will remain at the same level to support the Haitian National Police in ensuring security across the country and to allow for the further strengthening of the Haitian National Police. The military component will be deployed at two security hubs (in 7 locations), compared with five hubs (in 21 locations) during the 2014/15 period. A new military configuration will consist of two battalions, including relevant enablers such as medical support and engineering as well as airlift capability for quick response. The configuration will require mobile capability for quick-reaction forces based at security hubs. This would entail a reduction in the number of its troops by 53 per cent to 2,370, and the retention of only one engineering company. The new military configuration will result in reductions in property rental fees, fuel, facility maintenance, information and communications technology equipment and civilian staff requirements, in particular for language assistants.

9. The Mission intends to provide, in collaboration with the United Nations country team and the Government of Haiti, a transition plan identifying activities that could be transferred by June 2016 to national institutions and United Nations and international actors. The current revision of the integrated strategic framework will serve to underpin that process as a platform for greater alignment between the United Nations country team and the substantive sections of the Mission.

10. MINUSTAH will continue to place its strategic focus on core mandated activities. In terms of a secure and stable environment, the Mission will focus its efforts on providing support to national authorities in critical areas such as the development of the Haitian National Police, in terms of reaching the goal of 15,000 police officers by 2016, strengthening middle and senior management and ensuring adequate deployment of police officers throughout the country. Efforts are ongoing to increase the capacity of the National Police School to enrol up to 1,500 cadets per promotion, compared with 1,000 during the 2014/15 period. The MINUSTAH police component will remain at the same level: 1,600 formed police unit personnel and 951 individual police officers. As the Haitian National Police achieves the required level of capacity in managing public order with its own specialized units, formed police units will be redeployed to compensate for the reduction in MINUSTAH forces where the situation warrants. The 50 Government-provided personnel allocated to the Corrections Unit will remain at the same level.

11. While accountability and oversight mechanisms with respect to the rule of law and human rights have been established or strengthened, they remain weak and continue to require political, technical and logistical support. The Mission's rule of

law and human rights component will continue its focus on those oversight mechanisms, as well as assistance to government structures and legislative reform according to a human-rights-based approach. It will use its cost-effective and multiplier effect strategy of the model jurisdictions approach in the three geographical areas that encompass a large part of the Haitian population: Cap-Haïtien, Les Cayes and Port-au-Prince.

12. MINUSTAH will continue to promote political dialogue at the central and local levels among political actors, civil society and the legislative and executive branches of government through good offices functions, in collaboration with other partners such as the United Nations country team and bilateral actors. In that regard, the Mission will support, if necessary, the promulgation of the electoral law and the transfer of the responsibility for elections to the national electoral bodies. The Mission will also encourage governance institutions to adhere to minimum standards. Although the local and senatorial elections have been delayed, the Mission intends to hand over the logistical and security responsibilities, as originally envisaged in the consolidation plan, for between two and four departments for the upcoming elections. Continued capacity-building and funding by other entities for operations and equipment will be critical. Local, parliamentary and presidential elections will be held during the 2015 period. There is a risk that these elections will take place in a climate of heightened political polarization and probable public disturbances. The elections will be a test of both the maturity of Haiti's democracy and its overall stability.

13. The long-term programmatic strategies aimed at extending State authority and supporting local good governance (i.e., decentralization, assisting policy reform, helping local institutions perform administration functions and building the capacity of officials to implement administrative and financial processes) will be gradually reduced and cease by June 2016. As the Mission reduces its footprint, humanitarian support will be gradually phased out. It is expected that by June 2016, the Government's capacity to prepare for, mitigate and respond to emergencies will be strengthened, including the building of community resilience to natural disasters.

14. The Mission's support component will align its functions with the requirements derived from Security Council resolution 2180 (2014). Support will be delivered on-site at the four support hubs or by mobile teams. MINUSTAH will retain aviation support to address rapid deployment requirements. Administrative services will be consolidated and delivered from Port-au-Prince. The support component plans to optimize resources by reducing duplication, consolidating locations, seeking outsourcing opportunities and ensuring the closure of facilities in a timely manner.

C. Regional mission cooperation

15. MINUSTAH will collaborate with regional organizations in the implementation of its mandated goals. More specifically, the Mission will consult on a regular basis with the Organization of American States (OAS) through the core group of ambassadors, the Union of South American Nations, the Caribbean Community (CARICOM) and the Caribbean Common Market on strategies to break the current political deadlock and pave the way for the long-awaited elections. In addition, the Mission will work in partnership with OAS and CARICOM to continue to support the high-level bi-national dialogue between Haiti and the Dominican Republic.

D. Partnerships, country team coordination and integrated missions

16. In close coordination with MINUSTAH, the United Nations country team will continue to play a central role in supporting the development efforts of the Government of Haiti in such sectors as the rule of law, governance, health, education and employment, with a specific focus on the strengthening of institutions. Acknowledging the significant changes in the policy environment affecting development and humanitarian operations in Haiti, the United Nations has reviewed the integrated strategic framework for the period 2013-2016, which the United Nations and the humanitarian country team have taken into account in their respective planning frameworks. The review has enabled MINUSTAH and the country team to streamline their objectives and strengthen monitoring tools, and has taken into account key areas such as corrections, border management and support for local governance, with a particular focus on the drawdown of the Mission as well as new policies adopted by the Government of Haiti.

17. The United Nations and the humanitarian country team are jointly developing a two-year transitional appeal (2015-2016) to replace and widen the humanitarian action plan for Haiti. The appeal will be finalized in close consultation with the Government; paying particular attention to the latter's ongoing efforts aimed at the elimination of extreme poverty and the protection of the most vulnerable. Improving health and access to water and sanitation constitutes one of the main objectives of the transitional appeal. In line with the national plan for the elimination of cholera, the appeal will focus on enhancing rapid response mechanisms, scaling up the national sanitation campaign and improving water and sanitation services in health institutions. The appeal will affect the dynamics of the cooperation between the agencies and the Government by focusing on more effective "accompaniment" of the Government, which will increasingly be empowered to take charge of the delivery of basic services to the population. Consequently, it will place the United Nations country team and its non-governmental organization partners in a better position to focus collectively on longer-term recovery/development approaches while still addressing acute humanitarian needs, in which some of the agencies are already involved. Furthermore, the appeal is aimed at identifying the most vulnerable and at-risk populations, proposing key activities for responding to short- and medium-term needs and solutions to address root causes and outlining tentative budgetary requirements for the implementation of these activities.

18. MINUSTAH, with the support of the United Nations country team, will continue to support the implementation of the Framework for the Coordination of External Aid. More specifically, the Mission will facilitate dialogue between the Ministry of Economy and Finance and key members of the cooperation partners group of donors (the Group of Twelve Plus) on public finance management reform as a means to increase mutual transparency and accountability in order to encourage direct budget support.

E. Results-based-budgeting frameworks

19. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms related to the six categories are contained in annex I.A to the present report.

Executive direction and management

20. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General									
Approved posts 2014/15	1	1	2	3	2	9	8	2	19
Proposed posts 2015/16	1	1	3	2	2	9	8	–	17
Net change	–	–	**1**	**(1)**	–	–	–	**(2)**	**(2)**
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)									
Approved posts 2014/15	1	1	2	2	1	7	4	1	12
Proposed posts 2015/16	1	1	2	3	1	8	4	1	13
Net change	–	–	–	**1**	–	**1**	–	–	**1**
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2014/15	1	1	2	–	1	5	7	–	12
Proposed posts 2015/16	1	1	2	–	1	5	6	–	11
Net change	–	–	–	–	–	–	**(1)**	–	**(1)**
Approved temporary positions[b] 2014/15	1	–	–	–	–	1	–	–	1
Proposed temporary positions[b] 2015/16	–	–	–	–	–	–	–	–	–
Net change	**(1)**	–	–	–	–	**(1)**	–	–	**(1)**
Subtotal, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved 2014/15	2	1	2	–	1	6	7	–	13
Proposed 2015/16	1	1	2	–	1	5	6	–	11
Net change	**(1)**	–	–	–	–	**(1)**	**(1)**	–	**(2)**
Total									
Approved 2014/15	4	3	6	5	4	22	19	3	44
Proposed 2015/16	3	3	7	5	4	22	18	1	41
Net change	**(1)**	–	**1**	–	–	–	**(1)**	**(2)**	**(3)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

International staff: no net change

National staff: decrease of 1 post

United Nations Volunteers: decrease of 2 positions

Office of the Special Representative of the Secretary-General

International staff: no net change

United Nations Volunteers: decrease of 2 positions

Table 2
Human resources: Office of the Special Representative of the Secretary-General

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+1	P-4	Political Affairs Officer	Reassigned	From Regional Coordination Unit
	-1	P-3	Board of Inquiry Officer	Redeployed	To Office of the Director of Mission Support
	-1	UNV	Board of Inquiry Officer	Abolished	
	-1	UNV	Board of Inquiry Officer	Redeployed	To Office of the Director of Mission Support

21. The consolidation process has resulted in the closure of six field offices, with consequential increased workload in the Office of the Special Representative of the Secretary-General. Accordingly, and with a view to strengthening the Office and ameliorating the workload, it is proposed that a post of Political Affairs Officer (P-4) in the Office of the Special Representative of the Secretary-General be accommodated through the reassignment and reclassification of the P-5 post of Chief of the Regional Coordination Unit.

22. Given the consolidation of offices, the downsizing of MINUSTAH and the expectation that there will be a lower number of serious incidents involving uniformed personnel and civilians compared with previous years, it is proposed that one position of Board of Inquiry Officer (United Nations Volunteer) be abolished. In addition, and in line with maintaining cross-cutting functions and the consolidation process, the Mission proposes to redeploy to the Office of the Chief of Mission Support the staffing complement of one post (P-3) and one position (United Nations Volunteer) of Board of Inquiry Officer.

Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

International staff: increase of 1 post

Table 3
Human resources: Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions	+1	P-2	Associate Judicial Affairs Officer	Reassigned	From Independence and Accountability Section

23. The Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) provides strategic direction for the rule of law pillar. The Office also undertakes a coordination role in ensuring collaborative working relationships with international partners, donors and the United Nations country team. In accordance with the MINUSTAH consolidation plan adopted by the Security Council (see S/2013/139, dated 8 March 2013), the Mission is focusing its activities on the rule of law and human rights areas in three critical areas: (a) the establishment or strengthening of functioning, basic accountability and oversight mechanisms; (b) assistance to government structures in improving the efficiency of the judiciary, reducing prolonged pretrial detention and prison overpopulation, improving access to justice and increasing compliance and engagement by the Government of Haiti with human rights instruments, mechanisms and bodies; and (c) legislative reform. Following the restructuring of the former Justice Section into three separate sections in the 2014/15 budget, the importance of having a coordinated reporting function that would cover the entire rule of law pillar has been emphasized. In that context, and to provide reporting functions for the entire pillar, it is proposed that the post of Associate Judicial Affairs Officer (P-2) be reassigned from the Independence and Accountability Section to the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law). The functions associated with the post will include the coordination of work to produce daily and weekly situation reports, and the integration of all of the weekly reports of the rule of law sections into a single rule of law report.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

International staff: decrease of 1 temporary position

National staff: decrease of 1 post

Table 4

Human resources: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	Change	*Level*	*Functional title*	*Post action*
Temporary positions	-1	ASG	Senior Coordinator for Cholera Response	Abolished
Posts	-1	NGS	Administrative Assistant	Abolished

24. The mandate of the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) is to ensure an integrated approach in the planning and implementation of the Mission's mandate and to ensure coordination on all matters concerning humanitarian and development activities. To that end, the Office includes the full and equal participation of the Mission's Office for the Coordination of Humanitarian Affairs and the United Nations country team. The Office provides the interface between MINUSTAH and United Nations agencies, aid agencies and donor institutions to ensure integrated planning, enhance synergies, eliminate gaps and duplication and maximize impact. The Office facilitates the implementation of decisions of the Policy Committee affecting the role and consolidation of the Mission, in collaboration with the United Nations country team, to strengthen governance, State institutions and public

administration reform. In addition, the Office promotes participation by civil society in these processes and supports the training and sensitization of mission staff with respect to the rights of women and children in Haiti.

25. Given the joint efforts of the Government of Haiti and the United Nations country team to address the cholera epidemic, there has been a significant drop in the number of cholera cases. A high-level committee has been established in Haiti to implement a strategy for eliminating cholera and providing socioeconomic support to affected communities. An international conference on clean water convened by the World Bank is seeking funding to provide for increased access to services and improved sanitation and to reduce mortality from the disease. In view of the progress made in terms of resource mobilization and support for the Government's national 10-year cholera elimination plan, as well as the strengthened support for the elimination of cholera in the country, the role of the Senior Coordinator for Cholera Response has diminished. As a consequence, and in line with the consolidation plan of the Mission, it is proposed that the position of Senior Coordinator for Cholera Response (Assistant Secretary-General) be abolished.

Component 1: security and stability

26. Component 1 covers the Mission's activities to assist the Government in maintaining a secure and stable environment in Haiti and to support the development of the Haitian National Police. The component includes the Office of the Force Commander, the Office of the Police Commissioner, the Joint Operations Centre and the Joint Mission Analysis Centre.

27. The component will continue to focus on two major objectives: (a) to assist the Government in the maintenance of a secure and stable environment conducive to reconstruction, institutional reform, socioeconomic development and the protection of human rights; and (b) the development of a professional Haitian National Police into a modern, efficient, independent and accountable force with coverage throughout the territory, ensuring security and stability through a quick-response capability as well as adequate management of the prison administration. Accordingly, and in order to support these objectives, the priorities for the 2015/16 period will include: (a) building and supporting the capacity of the Haitian National Police to maintain law and order, reinforcing security in areas prone to violence or hosting displaced persons and patrolling the country's land and maritime borders; (b) continued implementation of the Haitian National Police development plan for 2012-2016, including the reform and development of the corrections sector; (c) improvement of the gender balance among Haitian police personnel and addressing the concerns of women in policy decisions regarding security and the rule of law; and (d) increased management and operational capacities of at-risk urban communities that historically were prone to violence. Focus will be placed on activities in support of the 2012-2016 Haitian National Police development plan, primarily strengthening the recruitment and induction programmes, improving career planning, fully implementing the vetting and certification process with respect to Haitian National Police officers, strengthening their administrative and logistics capacities, reinforcing the middle- and senior-level officer ranks, strengthening the rapidly deployable crowd-control capacity, and reforming the Haitian Directorate of Prison Administration. The military will continue to serve as a stabilizing presence at two security hubs and will provide operational support, in coordination with the United Nations police.

Expected accomplishments	*Indicators of achievement*
1.1 Improved security environment throughout Haiti	1.1.1 Decrease in the number of homicides reported in the country (2012/13: 942; 2013/14: 932; 2014/15: 600; 2015/16: 550)
	1.1.2 Decrease in the number of kidnappings reported in the Port-au-Prince area (2012/13: 116; 2013/14: 27; 2014/15: 49; 2015/16: 40)
	1.1.3 Decrease in the number of Haitian National Police officers killed (2012/13: 20; 2013/14: 16; 2014/15: 8; 2015/16: 7)
	1.1.4 Decrease in the number of armed gangs reported to be active in the hotspot areas of Cité Soleil, Bel-Air and Martissant (2012/13: 18; 2013/14: 36; 2014/15: 18; 2015/16: 16)
	1.1.5 Implementation of a nationwide crime prevention strategy by the Haitian National Police

Outputs

- Daily patrols and planned joint operations led by the Haitian National Police and accompanied by the United Nations police and formed police units to reinforce security in crime-prone areas
- Daily patrols and planned joint operations by United Nations police, formed police units and troops, and the Haitian National Police to secure land, maritime and air borders in 9 departments where formed police units and/or military personnel are deployed (except South-East Department)
- Provision of operational support for the Haitian National Police, upon request, in securing key sites and installations nationwide, mainly by means of fixed and mobile checkpoints by United Nations police and formed police units, as well as troops, if necessary, in the Port-au-Prince and Cap-Haïtien areas
- Provision of operational support for the Haitian National Police, upon request, in conducting sweeps and special joint operations throughout the 10 departments, especially in areas in and around Port-au-Prince, as requested by and in support of the Haitian National Police, for the arrest of gang leaders and gang members
- Implementation of 31 community violence reduction projects, in collaboration with ministries, local authorities, community groups and leaders and the United Nations country team, in order to reduce crime and violence, facilitate the implementation of community-based policing activities, strengthen cohesiveness among community members, including male and female youth at risk or linked to armed groups, and children and women affected by violence, in 14 crime-prone and vulnerable areas jointly identified with the Government
- Implementation of 3 public outreach and community mediation projects in support of community forums and fostering coordination between local authorities, communities, other national and international actors and the community violence reduction programme so as to determine needs, plan interventions and assess project impact
- Provision of daily technical assistance to the Haitian National Police in developing the national crime prevention strategy and implementing community policing activities, including support for sensitization campaigns on the nationwide crime prevention strategy, through partnership with community police

- Provision of technical advice to the Haitian General Customs Administration and the Ministry of Economy and Finance through weekly meetings to: improve security procedures at border crossing points, maritime ports and international airports; strengthen the capacity of customs surveillance officers; collect revenue; and enhance the overall capabilities of government authorities at the official border crossing points of Malpasse, Ouanaminthe, Belladère, Anse-à-Pitres, international maritime ports and airports
- Provision of technical advice to the Haitian National Police Brigade for the Protection of Minors and national stakeholders, through assessment field missions and sensitization campaigns on child trafficking at the border entry points

Expected accomplishments	*Indicators of achievement*
1.2 Improved operational and institutional capacities of the Haitian National Police, with specialized units in place	1.2.1 Increase in the number of national police officers per 10,000 citizens (2012/13: 9.6; 2013/14: 12.4; 2014/15: 13.7; 2015/16: 14.0)
	1.2.2 Increase in the percentage of female Haitian National Police officers sworn in (2012/13: 8.6; 2013/14: 9.6; 2014/15: 10.6; 2015/16: 11.0)
	1.2.3 Increase in the number of cadets graduating at each cadet promotion (1,500) following a nine-month training period, including 15 per cent female cadets and 10 per cent cadets for the Directorate of Prison Administration (2012/13: 239; 2013/14: 1,058; 2014/15: 1,000; 2015/16: 1,500)
	1.2.4 Increase in the number of recruits and trainees receiving training at both the Police School and the Police Academy (Police School: 2014/15: 1,000; 2015/16: 1,300; Police Academy: 2014/15: 66; 2015/16: 88)

Outputs

- Provision of daily operational advice and support to the Haitian National Police recruitment service to ensure that the basic entry-level promotions comply with the expected number of cadets per promotion, including 15 to 20 per cent female cadets
- Provision of weekly technical support to the Haitian National Police to improve the recruitment process with a view to developing a strategy for promoting women's recruitment and retention at all levels
- Provision of daily operational advice and support to the Haitian National Police to ensure that its officers participate in in-service training and specialized training programmes on community policing, general information, border policing, traffic policing, command and leadership, ethics, techniques and tactics of intervention and the maintenance of order, including specific training for Directorate of Prison Administration officers
- Provision of technical assistance on a weekly basic to Haitian National Police instructors in specialized and in-service training through the train-the-trainers programme, particularly in the areas of human rights, prison security and incident management, traffic policing, border security and border management, roles and responsibilities of supervisors, judicial policing, internal investigations, crowd control, community policing, forensics and coast guard service

- Provision of daily operational advice and support to the Haitian National Police through co-location activities to complete background checks of 1,500 cadets per promotion before their completion of basic training activities
- Conduct by Haitian National Police instructors of all specialized training and in-service training, including but not limited to training on crowd control, human rights, prison security and incident management, traffic, border security, annual firearms training and qualification, rule and responsibility of commanders, physical education, judicial policing, judicial and administrative investigations, gender-based violence and corrections and intervention units
- Provision of weekly technical support to the National Police Academy on the conduct of the management support programme aimed at providing field training for 90 inspectors and 40 commissioners, with the promotion of gender balance at senior levels, including senior and middle-upper managers of the Directorate of Prison Administration
- Provision of daily technical assistance to the Haitian National Police on the development of the units responsible for maintaining the integrity of borders, with a specific focus on maritime borders, through the Haitian National Police Coast Guard in Port-au-Prince, Cap-Haïtien, Les Cayes and Port-de-Paix, as well as at the 3 international airports, in Port-au-Prince, Cap-Haïtien and Les Cayes, and the 4 official land border crossing points
- Provision of monthly technical advice to the Haitian National Police on the development of a database on cases of sexual and gender-based violence reported, investigated and referred to the justice system
- Provision of weekly technical assistance to the Haitian National Police Coordination Office and 14 departmental coordination offices on sexual and gender-based violence, including the organization of a workshop on that topic with the participation of the Haitian National Police, prosecutors and magistrates
- Provision of technical assistance to the Ministry of Women's Affairs and Women's Rights through a study on progress achieved in the prevention of and response to sexual and gender-based violence, including concrete recommendations, and a validation workshop organized in collaboration with the Ministry and other ministries and United Nations agencies, women's organizations and other relevant stakeholders
- Conduct of 24 specialized training courses for a total of 800 Haitian National Police officers on crowd control, sexual and gender-based violence, HIV and civilian protection, including building the capacity of the Haitian National Police instructors in those areas
- Provision of daily technical assistance to the Haitian National Police forensic laboratory and crime scene investigation teams with the objective of increasing its capacity to respond to a crime scene
- Provision of support for women's participation in recruitment processes for the Haitian National Police through regular information campaigns through radio, television and billboards, as well as through networks of women's organizations and groups

Expected accomplishments	*Indicators of achievement*
1.3 Improved administrative and management capacities of the Haitian National Police, with relevant specialized units in place	1.3.1 Development of a Haitian National Police strategic plan for 2017-2021 1.3.2 Increase in the rate of implementation of the Haitian National Police budget, including sufficient and specific funding for the Directorate of Prison Administration (2012/13: 89 per cent; 2013/14: 99.6 per cent; 2014/15: 94 per cent; 2015/16: 98 per cent)

	1.3.3 Increase in the number of trainee personnel of the Directorate of Prison Administration (2012/13: 23; 2013/14: 105; 2014/15: 115; 2015/16: 150)

Outputs

- Provision of weekly technical assistance to the Haitian National Police on the continued enhancement of its budget and finance system, including adequate and specific allocation of resources to the Directorate of Prison Administration and a continued increase in the capacity of its procurement management system
- Conduct of monthly meetings with the Haitian National Police, including the Directorate of Prison Administration and international donors, to prepare proposals for technical and financial assistance for the development of administrative capacities, particularly in the areas of human resources management, logistics, supply, fleet management, facilities and communications
- Provision of technical support to the General Inspectorate of the Haitian National Police and the Directorate of Prison Administration in the conduct of formal investigations following alleged incidents of staff misconduct or violations of inmate rights
- Provision of daily technical assistance to the Haitian National Police on the planning and drafting of and consultation on the Haitian National Police strategic plan for 2017-2021

Expected accomplishments	*Indicators of achievement*
1.4 Enhanced ability of the General Inspectorate of the Haitian National Police to provide oversight to the entire police institution	1.4.1 Increase in the number of staff of the General Inspectorate of the Haitian National Police who are equitably deployed throughout the entire country, with consideration of gender balance and administrative capacity to function in accordance with international norms (2012/13: 140; 2013/14: 148; 2014/15: 222; 2015/16: 300)
	1.4.2 Development and approval of a strategic development plan for the General Inspectorate of the Haitian National Police for 2017-2019
	1.4.3 Increase in the number of cases of alleged human rights violations, the illegal use of lethal force and other cases of misconduct, including sexual exploitation, investigated by the General Inspectorate of the Haitian National Police that have resulted in the recommendation of sanctions (2014/15: 70; 2015/16: 150)
	1.4.4 Increase in the number of sanctions, such as the revocation or suspension of police duties, adopted by the Director General of the Haitian National Police on the basis of the recommendations of the General Inspectorate (2014/15: 35; 2015/16: 100)

Outputs

- Organization of 3 capacity-building training sessions for 50 newly assigned officers on police oversight accountability mechanisms and preparations for police inspections conducted by the General Inspectorate of the Haitian National Police
- Provision of daily technical assistance to the General Inspectorate of the Haitian National Police through the sharing of investigative reports on alleged human rights violations and weekly meetings with the Chief Inspector General, to follow up on cases of alleged human rights violations, including the illegal use of lethal force and other alleged cases of misconduct, and, when relevant, to follow up on sanctions by the General Inspectorate
- Conduct of bimonthly meetings with the General Inspectorate of the Haitian National Police on the implementation of the Haitian National Police strategic development plan, including the development of and follow-up on the recommendations contained in the annual report
- Provision of technical assistance to the General Inspectorate of the Haitian National Police for the drafting, review and implementation of the strategic plan for the General Inspectorate for 2017-2019, taking into consideration the gender perspective
- Provision of technical assistance and advice, through daily and weekly meetings, to the General Inspectorate for investigations into cases of alleged human rights violations, the illegal use of lethal force and other cases of misconduct, with support for the handover of such cases to the Haitian National Police
- Provision of daily assistance to the Haitian National Police, in conjunction with the Office of the Chief Inspector-General, on the final implementation of the integrity vetting of the remaining 2,500 Haitian National Police officers, including the vetting for the promotion
- Provision of technical support and advice to the General Inspectorate, through bimonthly meetings to review and/or develop regulations related to the implementation of inspections and annual audits of the police services

Table 5
Human resources: component 1, security and stability

Category	*Total*
I. Military contingents	
Approved 2014/15	5 021
Proposed 2015/16	2 370
Net change	**(2 651)**
II. United Nations police	
Approved 2014/15	951
Proposed 2015/16	951
Net change	–
III. Formed police units	
Approved 2014/15	1 600
Proposed 2015/16	1 600
Net change	–

Category	*Total*
IV. Government-provided personnel	
Approved 2014/15	50
Proposed 2015/16	50
Net change	–

	International staff								
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander									
Approved posts 2014/15	–	1	–	–	1	2	3	–	5
Proposed posts 2015/16	–	1	–	–	1	2	3	–	5
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2014/15	–	2	5	–	1	8	16	8	32
Proposed posts 2015/16	–	2	5	–	1	8	16	8	32
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2014/15	–	–	1	2	1	4	–	2	6
Proposed posts 2015/16	–	–	1	2	1	4	–	2	6
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved posts 2014/15	–	–	2	3	–	5	1	1	7
Proposed posts 2015/16	–	–	2	3	–	5	1	1	7
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2014/15	–	3	8	5	3	19	20	11	50
Proposed posts 2015/16	–	3	8	5	3	19	20	11	50
Net change	–	–	–	–	–	–	–	–	–
Total (I-V)									
Approved 2014/15	–	–	–	–	–	–	–	–	7 672
Proposed 2015/16	–	–	–	–	–	–	–	–	5 021
Net change	–	–	–	–	–	–	–	–	**(2 651)**

[a] Includes National Professional Officers and national General Service staff.

Component 2: democratic governance and State legitimacy

28. Component 2 reflects the assistance provided by MINUSTAH to the Government in strengthening democratic governance, consolidating the authority of the State and developing its institutions. The component incorporates the activities

of the Political Affairs Section, the Civil Affairs Section, the Communications and Public Information Section, the Electoral Assistance Section, the Legal Affairs Section, the Regional Coordination Unit and the Community Violence Reduction Section.

29. MINUSTAH will continue to undertake its good offices initiatives, facilitate conflict mediation processes and provide early warning assessments on threats to stability. The Mission will also continue to play a role in civil society empowerment and support State and local institutions jointly with other partners. While MINUSTAH will continue to provide advice and technical assistance to political, legislative and governance processes, particular attention will be focused on monitoring political and security developments and engaging in conflict resolution and mediation.

30. In line with Security Council resolution 2180 (2014), MINUSTAH will continue to support the political process under way in Haiti, including in supporting the Special Representative of the Secretary-General by ensuring that all relevant political actors in Haiti work cooperatively for the realization of the partial legislative, municipal and local elections that are long overdue. MINUSTAH will also continue to support and coordinate international electoral assistance to Haiti in cooperation with other international stakeholders, including OAS, the Union of South American Nations and the Caribbean Community secretariat, as appropriate. The Mission will continue the work of promoting political stability and the consolidation of democracy in Haiti, including the building of consensus between the legislative and executive branches of the Government and the adoption and promulgation of key legislation.

Expected accomplishments	*Indicators of achievement*
2.1 All-inclusive political dialogue and national reconciliation	2.1.1 Adoption of a legislative agenda mutually agreed upon by the executive branch and Parliament
	2.1.2 Increase in the number of local authorities and civil society organizations, including women's groups, that are engaged in political dialogue, conflict resolution and management at the local level (2014/15: 34; 2015/16: 50)

Outputs

- Conduct of weekly meetings with the Presidents of the Senate and Chamber of Deputies commissions focusing on the drafting of and the progress on the legislative agenda, constitutional reform and the fostering of consensus-building among political parties
- Conduct of bimonthly meetings with the President's main advisers to provide advice on an all-inclusive political process
- Conduct of monthly technical support meetings with parliamentary commissions (on human rights, social affairs, public security and territorial collectivities) on key priority laws and to identify gaps in the Haitian legal system
- Organization of 8 workshops throughout the country for 30 participants per workshop to raise public awareness of the 2015/16 fiscal year budget in relation to how the Government will translate its policies into actions affecting their day-to-day lives, through interaction between elected authorities and their constituencies, publicized through various communication methods

- Organization of 50 pre-electoral municipal forums on the electoral process to promote dialogue among electoral support institutions, candidates, political parties and members of civil society, including women, together with a civic education campaign on election-related regulations, violations, disputes and sanctions, through public communication media
- Conduct of a nationwide multimedia public information campaign in support of political dialogue, national reconciliation, peace and the promotion of stable national institutions, through public advocacy and civic education using various communication tools, including partnerships with national media

Expected accomplishments	*Indicators of achievement*
2.2 Strengthened capacity of State institutions to provide services at the central and local levels	2.2.1 Increase in the number of civil society organizations that advocate for economic, social and cultural rights through coordination mechanisms including departmental and sectoral roundtables (2012/13: 8; 2013/14: 5; 2014/15: 12; 2015/16: 15)
	2.2.2 Adoption of new or revised laws on: the public service; the parliamentary civil service; the organization of public institutions that take into account the minimum quota of 30 per cent representation by women; decentralization; the protection of whistleblowers; and the coordination of non-governmental organizations

Outputs

- Provision of monthly technical assistance to the Directorate of Local Government of the Ministry of the Interior, Territorial Collectivities and National Defence to monitor and follow up on their key priorities with respect to improving the management of local administrations
- Organization and conduct of 4 training sessions for an average of 20 non-governmental actors and civil society organizations per session, including women's and youth associations, to empower civil society to take an active role in local governance
- Implementation of 80 quick-impact projects to strengthen State capacities to provide basic public services to the population, reinforce rule of law structures, support civil society engagement in good governance and provide opportunities to foster democracy in all 10 departments, with a higher concentration around the 4 regional offices
- Organization and conduct of 1 induction training session, jointly with the Ministry of the Interior, Territorial Collectivities and National Defence, on basic local administration for all 420 newly elected officials in the municipalities, including technical support provided by the Mission

Expected accomplishments	*Indicators of achievement*
2.3 Improved operational and institutional capacities of the Permanent Electoral Council	2.3.1 Increase in the percentage of the electoral budget provided by the Government to 50 per cent, with an electoral law promulgated and related regulations subsequently adopted by the Permanent Electoral Council (2012/13: 0 per cent (no elections); 2013/14: 0 per cent (no elections); 2014/15: 30 per cent; 2015/16: 50 per cent)

2.3.2 Increase in the number of departments in which the Government of Haiti assumes responsibility for electoral logistics and security, in accordance with the electoral agenda, as defined in the Constitution (2012/13: 0 (no elections); 2013/14: 0 (no elections); 2014/15: 4; 2015/16: 10)

Outputs

- Conduct of monthly meetings with the Government of Haiti to further increase its participation in the funding of post-2015 elections
- Provision of support to the Provisional Electoral Council in reviewing the electoral budget and to the joint security, logistics and nationalization commission to plan sustainable strategies for achieving full responsibility and ownership of the electoral operations, combined with cost reductions
- Provision of assistance to the Provisional Electoral Council and the Haitian National Police in preparing nationalized logistics and security plans for the relevant departments, ensuring a back-up plan for MINUSTAH intervention, and organizing and implementing the Provisional Electoral Council/MINUSTAH joint integrated logistics plan
- Provision of 1 on-the-job training programme for Provisional Electoral Council technical staff on electoral logistics, the planning and management of electoral operations, geographic information systems and information and communications
- Organization and conduct of at least 1 technical seminar to build national capacity with respect to electoral security, including in the area of gender-based electoral violence, specifically addressed to a core group of Haitian National Police officers as focal points on electoral security
- Provision of assistance and support to the Haitian National Police and the Provisional Electoral Council in formulating an integrated security plan for each department, taking gender-based electoral violence into consideration
- Conduct of nationwide outreach campaign with partners to raise awareness regarding the electoral process, including increasing women's participation, and provision of continued direct support to the Permanent Electoral Council on the design and implementation of a communications and information strategy through multimedia mechanisms

External factors

Political parties, both in the Government and in the opposition, will be committed to advancing a legislative agenda and achieving critical national priorities. The Electoral Council will be able to organize the local and senatorial elections.

Table 6
Human resources: component 2, democratic governance and state legitimacy

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Political Affairs Section									
Approved posts 2014/15	–	1	5	2	1	9	6	–	15
Proposed posts 2015/16	–	1	5	2	1	9	6	–	15
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Section									
Approved posts 2014/15	–	1	2	3	6	12	58	2	72
Proposed posts 2015/16	–	1	2	2	5	10	52	1	63
Net change	–	–	–	**(1)**	**(1)**	**(2)**	**(6)**	**(1)**	**(9)**
Electoral Assistance Section									
Approved posts 2014/15	–	–	3	1	–	4	12	9	25
Proposed posts 2015/16	–	–	3	1	–	4	12	9	25
Net change	–	–	–	–	–	–	–	–	–
Community Violence Reduction Section									
Approved posts 2014/15	–	–	2	3	1	6	22	6	34
Proposed posts 2015/16	–	–	2	3	1	6	21	5	32
Net change	–	–	–	–	–	–	**(1)**	**(1)**	**(2)**
Regional Coordination Unit									
Approved posts 2014/15	–	–	5	–	–	5	–	–	5
Proposed posts 2015/16	–	–	4	–	–	4	–	–	4
Net change	–	–	**(1)**	–	–	**(1)**	–	–	**(1)**
Civil Affairs Section									
Approved posts 2014/15	–	1	6	10	3	20	50	12	82
Proposed posts 2015/16	–	1	5	8	2	16	34	6	56
Net change	–	–	**(1)**	**(2)**	**(1)**	**(4)**	**(16)**	**(6)**	**(26)**
Legal Affairs Section									
Approved posts 2014/15	–	–	3	1	1	5	2	–	7
Proposed posts 2015/16	–	–	3	1	1	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2014/15	–	3	26	20	12	61	150	29	240
Proposed 2015/16	–	3	24	17	10	54	127	21	202
Net change	–	–	**(2)**	**(3)**	**(2)**	**(7)**	**(23)**	**(8)**	**(38)**

[a] Includes National Professional Officers and national General Service staff.

International staff: decrease of 7 posts

National staff: decrease of 23 posts

United Nations Volunteers: decrease of 8 positions

Communications and Public Information Section

International staff: decrease of 2 posts

National staff: decrease of 6 posts

United Nations Volunteers: decrease of 1 position

Table 7
Human resources: Communications and Public Information Section

	Change	*Level*	*Functional title*	*Post action*
Post positions				
	-1	P-3	Video Producer	Abolished
	-1	FS	Studio Technician	Converted
	-7	NGS	Public Information Assistant	Abolished
	+1	NGS	Studio Technician	Converted
	-1	UNV	Video Producer	Abolished

31. The primary objective of the Communications and Public Information Section is to create and maintain an environment conducive to the successful implementation of the mandate of the Mission through its components of radio, media relations, outreach, regional offices and web-based platforms, including video and photo. The Section actively supports the communication of the Mission's objectives to target audiences, local authorities and decision makers and international and national media; ensures that the Mission's mandate and responsibilities are fully and widely understood; promotes the work of the Mission's various components; builds and maintains support for the Mission's mandate; and provides the host population with accurate, credible, impartial and honest information about the work of the Mission. In addition, the Section creates a record of the Mission's activities; defends and protects the Mission from unjustified criticism and misinformation; counters propaganda, false information, rumours and hate messages; assists the Mission leadership in keeping target audiences informed of the goals and the progress of the Mission; and analyses media trends and makes recommendations on possible strategies and measures, as well as plans of action, aimed at immediate and long-range solutions to media issues.

32. The Communications and Public Information Section has reassessed its workload and streamlined its outputs to combine the video, photo, web and publications components into one multimedia unit. In line with this streamlining and the consolidation plan, it is proposed that one post of Video Producer (P-3) and one position of Video Producer (United Nations Volunteer) be abolished.

33. In addition, given the planned closure of field offices, it is proposed that seven posts of Public Information Assistant (National General Service), located in Jacmel, Hinche, Jérémie and Fort Liberté and at the Mission's headquarters, be abolished.

34. The Communications and Public Information Section has reduced the number of international staff over the past three years in line with the downsizing of the Mission and national capacity-building in an effort to empower and hand over more responsibility to national staff. The work of the Section relies heavily on the inputs of its national staff because of their in-depth knowledge of the Haitian information landscape, their Creole-language skills and their contributions to capacity-building. With national capacity-building initiatives in mind, the conversion of a post of Studio Technician (Field Service) to a National General Service post is proposed.

Community Violence Reduction Section

National staff: decrease of 1 post

United Nations Volunteers: decrease of 1 position

Table 8
Human resources: Community Violence Reduction Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	NPO	Disarmament, Demobilization and Reintegration Officer	Abolished
	-1	UNV	Disarmament, Demobilization and Reintegration Officer	Abolished

35. In line with Security Council resolutions 1892 (2009), 1927 (2010), 1944 (2010), 2012 (2011) and 2070 (2012), MINUSTAH, through its Community Violence Reduction Section, is mandated to: (a) identify and fund labour-intensive environmental projects employing large numbers of community members in productive initiatives as a temporary alternative to crime and unemployment; (b) support the economic and psychosocial reintegration into civilian life of at-risk youth and prison inmates; (c) support women's economic security through small-enterprise incubation, professional skills training and job placement; and (d) assist in the protection of women and girls and victims of sexual and gender-based violence.

36. On the basis of the consolidation plan of the Mission, its reduced footprint and the reduction in community violence reduction activities, the abolishment of one post (National Professional Officer) and one position (United Nations Volunteer) of Disarmament, Demobilization and Reintegration Officer is proposed.

Regional Coordination Unit

International staff: decrease of 1 post

Table 9
Human resources: Regional Coordination Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	-1	P-5	Chief of Regional Office	Reassigned and reclassified as P-4	Political Affairs Officer reassigned to Office of the Special Representative of the Secretary-General

37. The Regional Coordination Unit, reporting to the Office of the Special Representative of the Secretary-General, is responsible for cross-mission liaison, monitoring and facilitation at the local level; confidence-building, conflict resolution and reconciliation; and the extension of State authority. The Unit is composed of five Chief Regional Officers at the P-5 level, each heading one of the five regional offices, in Port-au-Prince, Gonaïves, Cap-Haïtien, Les Cayes and Jacmel. The Chief Regional Officers oversee the activities of the five remaining liaison offices, in Hinche, Fort-Liberté, Port-de-Paix, Jérémie and Miragoâne.

38. As part of the consolidation plan, the Jacmel (South-East) Regional Office will be closed, along with the five remaining liaison offices. As a consequence, and to streamline operations, it is proposed that the post of Chief of Regional Office (P-5) in Jacmel be reclassified as a post of Political Affairs Officer (P-4) and reassigned to the Office of the Special Representative of the Secretary-General to meet increased reporting requirements.

Civil Affairs Section

International staff: decrease of 4 posts

National staff: decrease of 16 posts

United Nations Volunteers: decrease of 6 positions

Table 10
Human resources: Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-4	Civil Affairs Officer	Abolished
	-2	P-3	Civil Affairs Officer	Abolished
	-1	FS	Administrative Assistant	Abolished
	-10	NPO	Civil Affairs Officer	Abolished
	-6	NGS	Administrative Assistant	Abolished
	-6	UNV	Civil Affairs Officer	Abolished

39. The Civil Affairs Section will continue to focus its efforts on monitoring and facilitation at the local level; confidence-building, conflict management and support for reconciliation; and the restoration and extension of State authority, particularly at the local level. The Section also manages the quick-impact projects programme.

40. It is proposed that 26 positions be abolished in line with the closure of the regional office in Jacmel and of the five liaison offices, in which civil affairs staff are deployed. In order to mitigate any risks associated with the closure of the regional office and the five liaison offices, particularly during the electoral period expected in 2015, the four remaining regional offices will retain mobile capacity to ensure coverage of the areas where offices are planned to close.

Component 3: rule of law and human rights

41. Component 3 covers the activities carried out by MINUSTAH to assist the Government in the development of legal and judicial institutions and prison services

to protect and advance human rights. The component comprises the Model Jurisdictions Section, the Independence and Accountability Section, the Institutional Support and Law Reform Section, the Corrections Unit, the Human Rights Section, the Child Protection Unit, the Gender Unit and the Border Management Unit.

42. The Mission will continue to focus on providing assistance to the Government in three high-impact, far-reaching areas intended to lay the foundation for the development of a culture of the rule of law and the protection of human rights, through: (a) the establishment and/or strengthening of fundamental accountability mechanisms, namely, the Superior Council of the Judiciary, the Inspector-General of the Haitian National Police and the Inspection Unit of the Directorate of Prison Administration; (b) assistance to government entities on key issues including human rights, prison administration and the efficiency of the justice system; and (c) legislative reform, in particular with respect to the code of criminal procedure and the criminal code. In order to maximize its impact on the functioning of the justice system, the Mission will continue to concentrate its efforts in three model jurisdictions, in the North department (Cap-Haïtien), the South department (Les Cayes) and the West department (Port-au-Prince). The Mission will also provide assistance to ensure a more integrated and cohesive Haitian security sector, in particular, sector-wide advice and assistance to harmonize and coordinate the efforts of governmental authorities to set up a national security strategy, including, as required, through support for a public expenditure review to identify long-term funding and accountability gaps in the Haitian justice and security sectors. In addition, the Mission will continue to assist the Haitian authorities in protecting human rights, in particular the rights of children and women and of prisoners, and in increasing the accountability and transparency of State institutions and State officials through judicial and civil society oversight.

43. To that end, the Mission will continue to focus on: (a) combating impunity for human rights violations, including those committed by the police; (b) reducing the rates of illegal prolonged detention; (c) reducing the number of prison escapes and other prison incidents; and (d) increasing the compliance and engagement of the Government of Haiti with United Nations human rights mechanisms and bodies and relevant Security Council resolutions on women and peace and security and the treatment of prisoners.

Expected accomplishments	*Indicators of achievement*
3.1 Progress in the establishment and/or strengthening and functioning of key accountability mechanisms in compliance with international human rights standards	3.1.1 Assumption by the Superior Council of the Judiciary of its full role of oversight of the judiciary, notably through the review and revision/amendment of the Council's internal rules and regulations following their implementation and by putting in place an operational mechanism for the evaluation of judges
	3.1.2 Identification of the respective roles and responsibilities of the Superior Council of the Judiciary and the Ministry of Justice and Public Security, including with respect to the management of the court registry and its personnel

	3.1.3 Maintenance of the number of staff in the Office for the Protection of Citizens, taking into consideration the 30 per cent quota for women's representation at the executive and managerial levels (2012/13: 50, including 15 women; 2013/14: 53, including 18 women; 2014/15: 53, including 18 women; 2015/16: 53, including 18 women)
	3.1.4 All allegations against judges examined and investigated by the General Inspectorate of the Superior Council of the Judiciary pending the establishment of the judicial inspectorate of the Council (2012/13: 0; 2013/14: 0; 2014/15: 20; 2015/16: 50)
	3.1.5 Increase in the number of cases being prosecuted following investigation by the Anti-Corruption Unit (2014/15: 0; 2015/16: 5)

Outputs

- Weekly meetings, advocacy and support on the review and revision/amendment of the internal rules and regulations of the Superior Council of the Judiciary following their implementation
- Drafting of a manual on the evaluation of magistrates to enhance understanding among judges of the evaluation process adopted
- Conduct of 1 workshop in each appellate jurisdiction addressing the evaluation process with respect to judges
- Conduct of sensitization campaigns by the Anti-Corruption Unit addressed to the public, through communication tools, on the anti-corruption laws and the related mechanisms in place for reporting cases of corruption
- Organization of 5 workshops on anti-corruption issues for judicial actors, civil society and parliamentarians
- Biweekly meetings, advocacy and support on the implementation of the evaluation process in five jurisdictions and specific monitoring in the three model jurisdictions (Port-au-Prince, Cap-Haïtien and Les Cayes)
- Biweekly meetings, advocacy and support on a permanent joint working group between the Ministry of Justice and Public Security and the Superior Council of the Judiciary to delineate the separation of powers and respective competencies of the judicial and executive branches
- Bimonthly meetings and support on the monitoring and reporting capacity of the Office for the Protection of Citizens, including through the release of at least one annual activity and/or situational report

Expected accomplishments	*Indicators of achievement*
3.2 Progress in the functioning of key justice institutions, such as the Ministry of Justice and Public Security, the establishment of juvenile courts nationwide and a national legal aid programme	3.2.1 Adoption of a law on the organization and functioning of the Ministry of Justice and Public Security

	3.2.2 Increase in the number of juvenile courts of first instance in all appellate jurisdictions (2012/13: 2; 2013/14: 2; 2014/15: 5; 2015/16: 18) and adoption and implementation of the child code
	3.2.3 Development and implementation of a national legal aid programme for indigent individuals
	3.2.4 Adoption of internal regulations of the Medico-Legal Institute and promulgation of its law

Outputs

- Conduct of monthly meetings with the Ministry of Justice and Public Security and the United Nations Development Programme (UNDP) to support the creation of a working group on the drafting of law of the Ministry
- Conduct of monthly meetings with the Ministry of Justice and Public Security and the Superior Council of the Judiciary to provide technical support for the drafting of internal rules for the functioning of juvenile courts
- Monthly meetings, advocacy and support on the implementation of the child code as well as support for the publication of a manual on juvenile courts through weekly meetings with the Ministry of Justice and Public Security, followed by an information campaign on the issue
- Provision of technical support and advice through monthly meetings for the creation of a working group on the development of a national programme on legal aid; participation in and provision of legal advice through monthly meetings on the drafting of a law on legal aid
- Provision of technical support and advice through monthly meetings, including secretariat services and legal advice, on the internal regulations of the Medico-Legal Institute and its law

Expected accomplishments	*Indicators of achievement*
3.3 Improvements in infrastructure, health and sanitation in the Haitian corrections system	3.3.1 Implementation of the Directorate of Prison Administration strategic development plan to increase the efficiency and autonomy of the Directorate (2014/15: 0; 2015/16: 10 per cent)
	3.3.2 Commencement of the drafting of the Directorate of Prison Administration strategic plan for 2017-2021
	3.3.3 Increase the number of standard operating procedures being implemented in all prisons; and compliance with international human rights standards and norms on the treatment of prisoners (2014/15: 6; 2015/16: 14)
	3.3.4 Issuance of new guidelines on the treatment of vulnerable groups, such as women and children, and provision of training for correctional officers on those guidelines by the Directorate of Prison Administration

3.3.5 Decrease in the number of prison escapees throughout the country (2014/15: 335; 2015/16: 100)

Outputs

- Provision of technical support and advice to the Directorate General and the Central Division of Administration of the Haitian National Police for the implementation of the Directorate of Prison Administration strategic development plan
- Provision of technical support and advice to initiate the drafting of the Directorate of Prison Administration strategic development plan for 2017-2021, through weekly meetings
- Provision of technical support and advice through monthly meetings with the Directorate of Prison Administration and MINUSTAH Corrections Unit gender specialists on the management of women and children in prison
- Organization and conduct of 17 training sessions for all prison staff on the protection of vulnerable groups
- Co-location of up to 3 MINUSTAH corrections officers within prisons in the three model jurisdiction locations, to provide advisory and technical support to national authorities on effective prison management at six prison facilities
- Daily mentoring and provision of technical support on the security plan implemented at 10 prison facilities
- Provision of technical advice and weekly monitoring of national authorities at 11 prison facilities outside the model jurisdiction areas
- Provision of daily technical assistance to the Directorate of Prison Administration through the co-location and mentoring of the Director and Deputy Director of Administration, in the development and implementation of management tools and standard operating procedures in the areas of planning, recruitment and performance evaluation
- Organization and conduct of monthly structured mentoring sessions at each of the 17 prisons, totalling 204 sessions, for prison directors on Directorate of Prison Administration best practices
- Coordination of 12 monthly working meetings with national authorities from the Directorate of Prison Administration and the Haitian National Police on prison and corrections development, policy, programming and services to increase their commitment, ownership and accountability
- Conduct of weekly meetings with the Directorate of Prison Administration and coordination meetings on a trimestral basis with key stakeholders on prison reform and operations and 3 meetings with the Directorate of Prison Administration and various stakeholders to ensure sustainability and efficient service delivery
- Biweekly training at 17 prisons for all prison directors and 500 prison staff on the standard operating procedure directives
- Organization and conduct of a train-the-trainers session for 10 trainers and training of 50 prison staff on prison security and incident management
- Printing and dissemination to prison staff of 2,000 pocket-size copies of existing standard operating procedures
- Mentoring of 69 Directorate of Prison Administration health-care staff per month on the implementation of the policy on inmate health

- Organization and conduct of 2 advocacy sessions with national authorities and 1 workshop on the revision of prison laws
- Organization and conduct of a training session for 200 prison staff at all levels on sexual and gender-based violence in prison environments
- Provision of support to the Directorate of Prison Administration through monthly meetings on the development and validation of a national rehabilitation strategy for prisoners piloted at 2 prisons
- Organization and conduct of 68 joint monitoring and evaluation sessions on the implementation of the Automated Fingerprint Identification System programme, regarding the collection of statistics and verification of the judicial status of inmates
- Organization and conduct of 34 joint field inspections/visits with the Directorate of Prison Administration throughout the country to follow up on detention conditions and evaluate service delivery as part of the reinforcement of the existing accountability mechanism with respect to prisons
- Provision of support in the organization of 2 conference training sessions with Directorate of Prison Administration management, including all regional directors and all heads of prisons

Expected accomplishments	*Indicators of achievement*
3.4 Increased compliance and engagement by the Government of Haiti with United Nations human rights instruments, mechanisms and bodies	3.4.1 Increase in the number of recommendations by the United Nations human rights mechanisms, including the recommendations resulting from the universal periodic review, implemented by the Government (2012/13: 15; 2013/14: 14; 2014/15: 20; 2015/16: 20)
	3.4.2 All requests by the United Nations human rights special procedures and United Nations human rights officials result in visits to Haiti (2012/13: 2 visits; 2013/14: 1; 2014/15: 2; 2015/16: 2)
	3.4.3 Development and roll-out of a national action plan on human rights in consultation with government agencies, the legislative and judicial branches, the Office for the Protection of Citizens and civil society organizations
	3.4.4 Increase in the number of international human rights treaties to which Haiti is party (2014/15: 7; 2015/16: 13)
	3.4.5 Decrease in the number of overdue reports by the Haitian State to human rights treaty bodies on the implementation of human rights obligations (2014/15: 2; 2015/16: 1)
	3.4.6 Progress in the fight against impunity for serious violations of human rights by State actors

Outputs

- Conduct of monthly meetings with the Minister for Human Rights and the Fight against Extreme Poverty and the Interministerial Committee on Human Rights to ensure appropriate coordination during the final drafting and validation of the national human rights action plan; follow-up on the engagement of the Government of Haiti with regard to the implementation of recommendations resulting from the universal periodic review and the ratification of key human rights instruments, and on the preparation and submission of reports to the human rights treaty bodies, namely, the Committee on Economic, Social and Cultural Rights and the Committee on the Elimination of Racial Discrimination
- Conduct of 3 meetings on an ad hoc basis, as called for by the Minister for Human Rights and the Fight against Extreme Poverty and the Interministerial Committee on Human Rights, for the drafting and submission of the country report for the 2016 universal periodic review
- Conduct of 6 meetings with civil society organizations to support the drafting of at least 2 alternative reports, as provided for under the procedures of the United Nations human rights treaty bodies, to improve the advocacy capacity of civil society with regard to the ratification of at least 2 international human rights instruments on economic, social and cultural rights
- Organization of 2 press conferences to publicize visits of the special procedures of the Human Rights Council and United Nations human rights officials and to share their findings on the human rights situation in Haiti
- Implementation of a plan to record past human rights violations through the organization of 12 meetings with national actors
- Monitoring of ongoing judicial procedures regarding serious violations of human rights, and publication of reports on the subject
- Organization of celebratory awareness-raising activities on 3 international human rights days, involving at least 3 youth and women's organizations, through outreach advocacy groups, radio and television programming and the distribution of promotional materials, to increase the advocacy capacity of youth and women's organizations
- Organization of 1 public information campaign on the national action plan on human rights to be formulated in consultation with government agencies, the legislative branch, the judicial branch and civil society organizations

Expected accomplishments	*Indicators of achievement*
3.5 Progress towards the completion, adoption and implementation of crucial law reform, notably with respect to the criminal code and the code of criminal procedure	3.5.1 Drafting of the code of criminal procedure to be presented to the Parliament 3.5.2 Adoption and beginning of the implementation of the criminal code, including training and sensitization 3.5.3 Drafting of laws related to penal reform, on the organization of the Prosecutor's Office and on criminal records

Outputs

- Organization of publicized restitution workshops on the draft criminal code for key civil society and judicial actors, and technical support for the drafting of the reports of the Haitian Joint Technical Committee
- Preparation of a summary report explaining the law reform, and organization of workshops with the diplomatic community, parliamentarians and key civil society groups for the adoption of the criminal code
- Conduct of biweekly meetings to provide technical and secretariat support on the code of criminal procedure to the Haitian Joint Technical Committee
- Provision of support to the government working group responsible for drafting laws on the organization of the Prosecutor's Office and on criminal records

Expected accomplishments	*Indicators of achievement*
3.6 Progress towards an efficient justice system in three model jurisdictions (Port-au-Prince, Cap-Haïtien and Les Cayes)	3.6.1 Increase the efficiency of the judicial system in the three model jurisdictions by holding at least 250 court hearings per year on penal cases in Cap-Haïtien and Les Cayes and at least 350 court hearings in Port-au-Prince (2012/13: Cap-Haïtien, 69, Les Cayes, 43, Port-au-Prince, 181; 2014/15: Cap-Haïtien, 140, Les Cayes, 120, Port-au-Prince, 250; 2015/16: Cap-Haïtien, 250, Les Cayes, 250, Port-au-Prince, 350)
	3.6.2 Increase the number of the cases closed by investigating judges by 20 per cent in Port-au-Prince and 40 per cent in Cap-Haïtien and Les Cayes (2012/13: Les Cayes, 116 cases closed, Port-au-Prince, 962, Cap-Haïtien, 150; 2014/15: Les Cayes, 136, Port-au-Prince, 1,050, Cap-Haïtien, 175; 2015/16: Les Cayes, 162, Port-au-Prince, 1,155, Cap-Haïtien, 210)
	3.6.3 Decrease the percentage of prisoners held in pretrial detention in the three model jurisdictions by 65 per cent in Port-au-Prince, 60 per cent in Les Cayes and 40 per cent in Cap-Haïtien (2014/15: Port-au-Prince, 87 per cent, Les Cayes, 78 per cent, Cap-Haïtien, 50 per cent; 2015/16: Port-au-Prince, 65 per cent, Les Cayes, 60 per cent, Cap-Haïtien, 40 per cent)
	3.6.4 Decrease the number of detainees awaiting trial for more than 2 years in the 3 model jurisdictions by 35 per cent (2014/15: 3,125 persons; 2015/16: 2,031 persons)

3.6.5 Establishment and operation of 4 legal aid offices (Cap-Haïtien; Les Cayes; Grande Rivière du Nord or Fort-Liberté in the North department; and Aquin or Coteaux in the South department)

3.6.6 Increase the number of detainees having access to legal aid in Cap-Haïtien and Les Cayes by 20 per cent (2014/15: Cap-Haïtien, 160, Les Cayes, 200; 2015/16: Cap-Haïtien, 192, Les Cayes: 240)

Outputs

- Provision of technical support to court actors through daily advocacy and monitoring of court hearings
- Provision of technical support for the organization of 3 workshops with judicial actors in the model jurisdictions on summary trials and dealing with cases in real time, through financial support from community violence reduction programmes and the preparation of technical documents for the workshops
- Provision of technical support to the legal aid offices, to provide legal representation for individuals who have been held in pretrial detention for more than two years in Les Cayes and Cap-Haïtien, through the identification of the detainees, the distribution of the files to the legal aid offices and the monitoring of the offices' activities
- Provision of technical support for the organization of 3 workshops with heads of jurisdictions, the Chief Prosecutor, investigative judges and judicial police to reinforce the coordination of activities in the model jurisdictions and facilitate collaboration among all actors of the criminal justice system
- Provision of technical support for the organization of 3 workshops with court and Prosecutor's Office registry staff, secretarial staff and prosecution clerks to improve the management of evidence, the registration procedure and the filing and follow-up of case files in all model jurisdictions
- Provision of technical support for the 3 pilot projects of courts of first instance to reinforce the functioning of the registry, the Prosecutor's Office, investigative judges' cabinets and the Office of the Dean of the Court in the model jurisdictions
- Provision of technical support for the implementation of 2 legal aid offices in the model jurisdictions through the identification of those held in pretrial detention and their needs, the distribution of the files to the offices and the monitoring of the offices' activities
- Provision of legal aid through the legal aid offices to indigent individuals who have been detained awaiting trial and to women and children in the model jurisdictions in the North and South departments

External factors

Donors will continue to provide funding to support institutional capacity-building in the rule of law sector. The United Nations country team will increase support for the Government and Parliament in implementing the rule of law agenda, adhering to their commitments regarding the reform of the judiciary and the prison administration. National human rights and rule of law institutions will continue to commit to investigating human rights violations and will continue to cooperate in taking actions against police and public officials suspected of such violations

Table 11
Human resources: component 3, rule of law and human rights

Civilian staff	*International staff*						*National staff*	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*			
Institutional Support and Law Reform Section									
Approved posts 2014/15	–	–	2	1	–	3	5	–	8
Proposed posts 2015/16	–	–	2	–	–	2	4	–	6
Net change	–	–	–	**(1)**	–	**(1)**	**(1)**	–	**(2)**
Model Jurisdictions Section									
Approved posts 2014/15	–	–	2	1	–	3	12	3	18
Proposed posts 2015/16	–	–	2	2	–	4	13	2	19
Net change	–	–	–	**1**	–	**1**	**1**	**(1)**	**1**
Independence and Accountability Section									
Approved posts 2014/15	–	–	2	2	–	4	4	–	8
Proposed posts 2015/16	–	–	2	–	–	2	3	–	5
Net change	–	–	–	**(2)**	–	**(2)**	**(1)**	–	**(3)**
Human Rights Section									
Approved posts 2014/15	–	1	4	8	–	13	28	3	44
Proposed posts 2015/16	–	1	4	8	–	13	19	3	35
Net change	–	–	–	–	–	–	**(9)**	–	**(9)**
Child Protection Unit									
Approved posts 2014/15	–	–	1	–	–	1	3	–	4
Proposed posts 2015/16	–	–	1	–	–	1	3	–	4
Net change	–	–	–	–	–	–	–	–	–
Gender Unit									
Approved posts 2014/15	–	–	1	–	–	1	4	1	6
Proposed posts 2015/16	–	–	1	–	–	1	4	1	6
Net change	–	–	–	–	–	–	–	–	–
Corrections Unit									
Approved posts 2014/15	–	–	1	2	–	3	6	1	10
Proposed posts 2015/16	–	–	1	2	–	3	6	1	10
Net change	–	–	–	–	–	–	–	–	–
Border Management Unit									
Approved posts 2014/15	–	–	3	–	–	3	2	–	5
Proposed posts 2015/16	–	–	3	–	–	3	2	–	5
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Total									
Approved 2014/15	–	1	16	14	–	31	64	8	103
Proposed 2015/16	–	1	16	12	–	29	54	7	90
Net change	**–**	**–**	**–**	**(2)**	**–**	**(2)**	**(10)**	**(1)**	**(13)**

[a] Includes National Professional Officers and national General Service staff.

International staff: decrease of 2 posts

National staff: decrease of 10 posts

United Nations Volunteers: decrease of 1 position

Institutional Support and Law Reform Section

International staff: decrease of 1 post

National staff: decrease of 1 post

Table 12
Human resources: Institutional Support and Law Reform Section

Change	Level	Functional title	Post action	Description
Posts/positions				
-1	P-3	Judicial Affairs Officer	Abolished	
-1	NGS	Administrative Assistant	Redeployed	To Model Jurisdictions Section

44. The Institutional Support and Law Reform Section provides assistance to Government structures in key domains such as the judicial sector, the Ministry of Justice and Public Security, the Magistrates' School and the Medico-Legal Institute. The Section also supports the Government of Haiti in law reforms (e.g., the criminal code and the code of criminal procedure) and ensures compliance with human rights instruments. It also focuses its work on the key area of access to justice by supporting the legal aid offices, working on the law on accessibility to justice and enhancing the professional skills of defence lawyers through the Bar Association.

45. Given the Mission's consolidation plan and transition process and the involvement of other international partners in the field, the abolishment of one post of Judicial Affairs Officer (P-3) is proposed; the functions of the post would be absorbed and redistributed within the Section. It is also proposed that one post of Administrative Assistant (national General Service) be redeployed from the Institutional Support and Law Reform Section to the Model Jurisdictions Section to support the administrative requirements of the 19 staff members in three regions (Cap-Haïtien, Les Cayes and Port-au-Prince).

Model Jurisdictions Section

International staff: increase of 1 post

National staff: increase of 1 post

United Nations Volunteers: decrease of 1 position

Table 13
Human resources: Model Jurisdictions Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+1	P-3	Judicial Affairs Officer	Redeployed	From Independence and Accountability Section
	+1	NGS	Administrative Assistant	Redeployed	From Institutional Support and Law Reform Section
	-1	UNV	Judicial Affairs Officer	Abolished	

46. The mandate of the Model Jurisdictions Section is to establish and support three model jurisdictions (Cap-Haïtien, Les Cayes and Port-au-Prince), where activities will be focused on improving the efficiency of prosecutors, judges and the registry and where the Mission's work can have an immediate impact on the Haitian judicial system. More specifically, the work will be focused on reducing pretrial detention and prison overpopulation, increasing the support and efficiency of the Prosecutor's Office, the investigative judges and the trial judges, increasing access to justice and supporting the fight against impunity. The Section will work closely with the Government of Haiti in tracking progress on the timely completion of the project.

47. In order to implement the consolidation strategy of refocusing the judicial support efforts on three model jurisdictions, an action plan has been developed that increases the support provided to all actors of the justice system (prosecutors, investigative judges, peace judges, judges of courts of first instance and defence attorneys through the new legal aid offices) on a day-to-day basis, including mentoring, training and monitoring of the whole penal chain. The implementation of the action plan requires the continuous strengthening of the operational capacity of the model jurisdictions in the three regions (Cap-Haïtien, Les Cayes and Port-au-Prince) and the office of the Head of the Section to ensure an adequate presence in the field as well as administrative and operational support from the headquarters in Port-au-Prince. Accordingly, it is proposed that one post of Administrative Assistant (national General Service) be redeployed from the Institutional Support and Law Reform Section and one post of Judicial Affairs Officer (P-3) from the Independence and Accountability Section to provide additional support. The incumbent of the post of Judicial Affairs Officer will lead and coordinate this work and the implementation of the strategic directives of the Head of the Section.

48. In view of the proposed redeployment of one post of Judicial Affairs Officer (P-3) from the Independence and Accountability Section to the Model Jurisdictions Section, it is proposed that one position of Judicial Affairs Officer (United Nations Volunteer) be abolished.

Independence and Accountability Section

International staff: decrease of 2 posts

National staff: decrease of 1 post

Table 14
Human resources: Independence and Accountability Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	-1	P-3	Judicial Affairs Officer	Redeployed	To Model Jurisdictions Section
	-1	P-2	Associate Judicial Affairs Officer	Reassigned[d]	To Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
	-1	NGS	Administrative Assistant	Abolished	

49. The Independence and Accountability Section will support the Superior Council of the Judiciary, a key institution in terms of the rule of law, in strengthening its accountability and oversight mechanisms. It will focus on strengthening the independence of the judiciary and reorganizing and reforming the court registries with the Ministry of Justice and Public Security. The Section will also provide support to the State anti-corruption agency in monitoring corruption cases and reporting them to the appropriate oversight mechanism. The Section will provide support to the Ministry of Justice and Public Security in improving the functioning of juvenile courts and to the Magistrates' School to ensure the timely and effective implementation of its training programme. In the light of the consolidation plan, the transition process and the involvement of other international partners in the field, it is proposed that one post of Judicial Affairs Officer (P-3) be redeployed to the Model Jurisdictions Section owing to the increased requirements of the Section. It is also proposed that one post of Associate Judicial Affairs Officer (P-2) be reassigned to the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) to support the increased reporting requirements of the entire rule of law pillar. The tasks associated with those posts would be absorbed within the Section. At the same time, it is proposed that a national General Service post be abolished.

Human Rights Section

National staff: decrease of 9 posts

Table 15
Human resources: Human Rights Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-5	NPO	Human Rights Officer	Abolished
	-4	NGS	Human Rights Assistant	Abolished

50. The Human Rights Section is responsible for assisting national institutions in promoting and protecting human rights. This includes strengthening the knowledge,

motivation and capacity of State institutions and civil society. The Section monitors, reports and intervenes to protect the human rights of vulnerable persons. It also assists authorities in combating sexual and gender-based violence, ending impunity, promoting accountability, including violations under past Governments, and improving access to justice. The elements undertaken by the Section were recognized by the Security Council in its resolution 2180 (2014) as essential to ensuring the rule of law, security and stability in Haiti.

51. As a result of the closure of one regional office and five liaison offices, it is proposed that five posts of Human Rights Officer (National Professional Officer) and four posts of Human Rights Assistant (national General Service) be abolished in the 2015/16 budget year.

Corrections Unit

International staff: no net change

Table 16
Human resources: Corrections Unit

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
+1	P-5	Senior Corrections Officer	Reclassified
-1	P-4	Corrections Officer	Reclassified

52. The Corrections Unit contributes to the mandate of maintaining sustainable peace and security, by providing essential support to the Directorate of Prison Administration in developing and managing a viable, safe, secure and humane prison system free of human rights violations, through the transfer of knowledge and skills.

53. The reclassification of one post of Corrections Officer (P-4) as a post of Senior Corrections Officer (P-5) is proposed, given the importance of corrections development under the MINUSTAH consolidation plan and the need to ensure adequate leadership and oversight for a component that includes 10 civilian staff members and 50 Government-provided personnel. The proposed reclassification is also important in ensuring that corrections and justice support the efforts to build the capacity of the Haitian National Police.

Component 4: support

54. The support component reflects the work of the Mission Support Division, the Conduct and Discipline Team, the Security Section and the HIV/AIDS Unit to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate, through the delivery of related outputs and the introduction of service improvements as well as the realization of efficiency gains. Support will be provided to the authorized strength of 2,370 military contingent personnel, 1,600 formed police personnel, 951 United Nations police and 50 corrections officers, as well as to 352 international staff, 1,055 national staff and 116 United Nations Volunteers. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel, administration, contract management, finance

services, procurement, the maintenance and construction of office and accommodation facilities, air and surface transport operations, information and communications technology and health care, as well as the provision of security services mission-wide. In addition, the Mission will continue its efforts in securing and improving the use and functions of Umoja. The Mission will continue to provide aviation services that are safe, reliable, effective and cost-efficient through the improved integration of military aviation assets into the regular flight schedule.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical, administrative and security support for the Mission	4.1.1 Continued progress on the implementation of the International Public Sector Accounting Standards (IPSAS) and the Umoja enterprise system
	4.1.2 Increase in the percentage of national staff participating in training programmes among all participants, with priority given to women, through the implementation of a national staff capacity-building programme (2012/13: 60 per cent; 2013/14: 59 per cent; 2014/15: 70 per cent; 2015/16: 75 per cent)

Outputs

Service improvements

- Continued enhancement of the safe-driving training and testing programme for all types of light and heavy vehicles to improve related skills across the Mission, increase awareness of road conditions and thereby increase the safety and security of staff and assets
- Continued expansion of the Mission's compliance with IPSAS, including preparations for supply chain management and continued updating of the Mission's standard operating procedures to reflect IPSAS requirements, and training for relevant users at the Mission

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 2,370 military contingent personnel, 951 United Nations police officers and 1,600 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for military and police personnel
- Storage and supply of 3,156 tons of rations, 77 tons of combat rations and 246,000 litres of water for military contingent and formed police personnel within the 7 established locations (2 hubs)
- Administration of an average of 1,523 civilian staff, comprising 352 international staff, 1,055 national staff and 116 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action
- Storage and supply of 204,000 litres of diesel and kerosene for cooking purposes in support of 738 military contingent personnel and 980 formed police personnel in 15 police co-locations within the 7 established locations (2 hubs)

Facilities and infrastructure

- Maintenance and repair of 11 military and 11 formed police unit sites, maintenance and repair of 2 United Nations police premises and 61 United Nations police co-locations with Haitian National Police, and maintenance and repair of 17 civilian staff premises, in 105 locations
- Sanitation services for all premises, including sewage and garbage collection and disposal
- Operation and maintenance of 19 United Nations-owned water purification plants in 17 locations
- Operation and maintenance of 32 United Nations-owned wastewater treatment plants in 21 locations
- Operation and maintenance of 263 United Nations-owned generators, 19 welding generators and 67 United Nations light towers
- Storage and supply of 18.8 million litres of diesel, oil and lubricants for generators
- Maintenance and renovation of 10 km of gravel roads, 5 km of asphalt roads and 1 bridge
- Maintenance and repair of 1 airfield and 13 helicopter landing sites in 8 locations

Ground transportation

- Operation and maintenance of 1,068 United Nations-owned vehicles, including 18 armoured vehicles, and 1,379 contingent-owned vehicles through 3 workshops in 3 locations
- Supply of 3.3 million litres of diesel, oil and lubricants for ground transportation
- Operation of a daily shuttle service 7 days a week for an average of 275 United Nations personnel per day from their accommodation to the mission area
- Conduct of 1,200 driving tests for all newly arrived mission personnel

Air transportation

- Operation and maintenance of 1 fixed-wing civilian aircraft and 5 rotary-wing military aircraft
- Storage and supply of 1.5 million litres of aviation fuel, oil and lubricants for air operations
- Provision of daily scheduled air transportation and special flight request service that is safe, effective and reliable to support the Mission's mandate
- Provision of aviation operations support 24 hours a day, 7 days a week, including search and rescue, casualty and medical evacuations, night flight operations and military reconnaissance flights

Naval transportation

- Operation and maintenance of 6 Zodiac boats
- Storage and supply of 23,000 litres of fuel

Communications

- Support and maintenance of a satellite network consisting of 2 Earth station hubs to provide voice, fax, video and data communication
- Support and maintenance of 15 very small aperture terminal (VSAT) systems, 23 telephone exchanges and 98 microwave links

- Support and maintenance of 77 high-frequency (HF) repeaters and transmitters
- Support and maintenance of 14 FM radio broadcast stations at 14 radio production facilities
- Support and maintenance of 25 telecommunications sites to maintain and enhance microwave, UHF and HF network coverage throughout Haiti

Information technology

- Support and maintenance of 3,000 computing devices and 250 printers in 9 locations
- Support and maintenance of 12 local area networks (LAN) and 13 wide area networks (WAN) for 3,000 users in 9 locations
- Support and maintenance of the wireless area network

Medical

- Provision of ambulance service 24 hours a day, 7 days a week for MINUSTAH personnel in Port-au-Prince
- Maintenance of active surveillance of the influenza pandemic and other health threats through the monitoring of epidemiological changes in Haiti
- Operation and maintenance of 22 level I clinics, 5 dispensaries and 1 level II hospital
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including strategic air evacuation from a level I facility to a level II hospital and from a level II hospital to a level III or level IV facility
- Maintenance of HIV/AIDS sensitization and prevention programme, including training and voluntary confidential counselling and testing services, for all mission personnel
- Maintenance of a central laboratory at mission headquarters and 3 laboratories in Cap-Haïtien, Gonaïves and Les Cayes
- Provision of medical care 24 hours a day, 7 days a week, to all MINUSTAH personnel in Port-au-Prince and during working hours and on call after working hours in the regions

Security

- Provision of security services 24 hours a day, 7 days a week, throughout the mission area
- 24-hour close protection for senior mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 150 residences
- Conduct of a total of 18 information sessions on security awareness and contingency plans for all mission staff
- Induction security training and primary fire training/drills for all new mission personnel

External factors

Supplies, equipment and outsourced services will be delivered as contracted

Table 17
Human resources: component 4, support

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Conduct and Discipline Team									
Approved posts 2014/15	–	–	3	1	–	4	2	1	7
Proposed posts 2015/16	–	–	2	1	–	3	3	1	7
Net change	–	–	**(1)**	–	–	**(1)**	**1**	–	–
Security Section									
Approved posts 2014/15	–	–	2	12	43	57	233	2	292
Proposed posts 2015/16	–	–	1	8	43	52	178	2	232
Net change	–	–	**(1)**	**(4)**	–	**(5)**	**(55)**	–	**(60)**
HIV/AIDS Unit									
Approved posts 2014/15	–	–	1	–	–	1	1	2	4
Proposed posts 2015/16	–	–	1	–	–	1	1	2	4
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Chief									
Approved posts 2014/15	–	1	6	11	22	40	40	3	83
Proposed posts 2015/16	–	1	4	8	15	28	26	4	58
Net change	–	–	**(2)**	**(3)**	**(7)**	**(12)**	**(14)**	**1**	**(25)**
Approved temporary positions[b] 2014/15	–	1	–	–	–	1	–	–	1
Proposed temporary positions[b] 2015/16	–	–	–	–	–	–	–	–	–
Net change	–	**(1)**	–	–	–	**(1)**	–	–	**(1)**
Subtotal									
Approved 2014/15	–	2	6	11	22	41	40	3	84
Proposed 2015/16	–	1	4	8	15	28	26	4	58
Net change	–	**(1)**	**(2)**	**(3)**	**(7)**	**(13)**	**(14)**	**1**	**(26)**
Administrative Services									
Approved posts 2014/15	–	–	5	5	18	28	240	11	279
Proposed posts 2015/16	–	–	5	3	17	25	194	10	229
Net change	–	–	–	**(2)**	**(1)**	**(3)**	**(46)**	**(1)**	**(50)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Integrated Support Services									
Approved posts 2014/15	–	–	11	24	100	135	470	83	688
Proposed posts 2015/16	–	–	11	22	86	119	434	57	610
Net change	–	–	–	**(2)**	**(14)**	**(16)**	**(36)**	**(26)**	**(78)**
Total									
Approved posts 2014/15	–	1	28	53	183	265	986	102	1 353
Proposed posts 2015/16	–	1	24	42	161	228	836	76	1 140
Net change	–	–	**(4)**	**(11)**	**(22)**	**(37)**	**(150)**	**(26)**	**(213)**
Approved temporary positions[b] 2014/15	–	1	–	–	–	1	–	–	1
Proposed temporary positions[b] 2015/16	–	–	–	–	–	–	–	–	–
Net change	–	**(1)**	–	–	–	**(1)**	–	–	**(1)**
Total									
Approved 2014/15	–	2	28	53	183	266	986	102	1 354
Proposed 2015/16	–	1	24	42	161	228	836	76	1 140
Net change	–	**(1)**	**(4)**	**(11)**	**(22)**	**(38)**	**(150)**	**(26)**	**(214)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: decrease of 38 posts

National staff: decrease of 150 posts

United Nations Volunteers: decrease of 26 positions

Conduct and Discipline Team

International staff: decrease of 1 post

National staff: increase of 1 post

Table 18
Human resources: Conduct and Discipline Team

Change	Level	Functional title	Post action
Posts/positions			
-1	P-4	Conduct and Discipline Officer	Converted
+1	NPO	Conduct and Discipline Officer	Converted

55. The Conduct and Discipline Team provides advice and guidance on issues related to conduct and discipline to mission leadership and management. The implementation of its mandate includes: the prevention of misconduct; the enforcement of United Nations regulations and rules; and the provision of remedial assistance to victims of sexual exploitation and abuse.

56. In line with the consolidation plan and national capacity-building, it is proposed that one post of Conduct and Discipline Officer (P-4) be nationalized to a post of National Professional Officer. The incumbent would focus on tasks related to the provision of assistance to victims of sexual exploitation and abuse, the development of a common communication strategy with United Nations agencies and non-governmental organizations on sexual exploitation and abuse, and liaison and coordination with internal and external partners (e.g., child protection and gender units, United Nations agencies and non-governmental organizations).

Security Section

International staff: decrease of 5 posts

National staff: decrease of 55 posts

Table 19
Human resources: Security Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-4	Deputy Chief Security Officer	Abolished
	-4	P-3	Security Officer	Abolished
	-55	NGS	Field Security Guard	Abolished

57. Along with the closure of one regional office, five liaison offices and the Santo Domingo Support Office, the abolishment of 4 posts of Security Officer (P-4) and 55 posts of Field Security Guard (national General Service) is proposed.

58. In addition, the post of Deputy Chief Security Officer (P-4), which has remained vacant for two years, is proposed for abolishment.

Mission Support Division

International staff: decrease of 13 posts

National staff: decrease of 14 posts

United Nations Volunteers: increase of 1 position

59. The Mission Support Division comprises the Office of the Chief of Mission Support, Administrative Services and Integrated Support Services. The Chief of Mission Support, at the D-1 level, provides leadership to the Division.

Office of the Chief of Mission Support

International staff: increase of 4 posts and decrease of 1 position

United Nations Volunteers: increase of 1 position

Table 20
Human resources: Office of the Chief of Mission Support

Change	*Level*	*Functional title*	*Post action*	*Description*
Temporary positions				
-1	D-2	Director of Mission Support	Abolished	
Posts/positions				
+1	D-1	Chief of Mission Support	Reassigned	From Office of the Deputy Director of Mission Support
+1	P-5	Deputy Chief of Mission Support	Reassigned	From Office of the Deputy Director of Mission Support
+1	P-4	Administrative Officer	Reassigned	From Finance and Budget Section
+1	P-3	Board of Inquiry Officer	Redeployed	From Office of the Special Representative of the Secretary-General
+1	P-3	Aviation Safety Officer	Converted	
-1	FS	Aviation Safety Officer	Converted	
+1	UNV	Board of Inquiry Officer	Redeployed	From Office of the Special Representative of the Secretary-General

60. The main objective of the Office is to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs and introduction of services improvements, as well as the realization of efficiency gains. Support will be provided to the proposed strength of 2,370 military contingents, 951 United Nations police officers, 50 corrections officers (Government-provided personnel) and 1,600 formed police personnel, and to the civilian staffing component of 352 international staff and 1,055 national staff as well as 116 United Nations Volunteers. The range of support will comprise all support services, including the implementation of personnel administration, finance services, the maintenance and construction of office and accommodation facilities, air and surface transport operations, communications, information technology and the provision of health care.

61. In order to strengthen the senior leadership of the Mission following the earthquake, the Director of the Mission Support position at the D-2 level was established on a temporary basis. In the light of the reduced footprint and consolidation of the Mission, it is proposed that the temporary position of Director of Mission Support (D-2) be abolished. The post of Chief of Mission Support (D-1) would be accommodated through the reassignment of a post of Deputy Director of Mission Support (D-1) to the Office of the Chief of Mission Support. It is also proposed that the post of Senior Administrative Officer (P-5) in the Office of the Deputy Director of Mission Support be reassigned as Deputy Chief of Mission Support (P-5) and that one post of Finance and Budget Officer (P-4) in the Finance and Budget Section be reassigned as a post of Administrative Officer to the Office of the Chief of Mission Support.

62. In line with similar organizational structures at other Missions, it is proposed that the Board of Inquiry Unit be redeployed from the Office of the Special Representative of the Secretary-General to the Office of the Chief of Mission Support in the light of the cross-cutting functions of the Unit. On the basis of this proposed change in reporting structure, it is proposed that two posts of Board of Inquiry Officer (1 P-3 and 1 United Nations Volunteer) be redeployed from the Office of the Special Representative of the Secretary-General.

63. The Aviation Safety Officer reports directly to the Chief of Mission Support and provides oversight on air operations to management, conducts mission aviation safety activities and provides expert advice on aviation safety for the Mission. In line with the implementation of safety management systems as set forth by the International Civil Aviation Organization in its standards and recommended practices, which calls for mid-/high-level decision-making as a result of a systematic risk management process and safety assurance, it is proposed that a post of Aviation Safety Officer (Field Service) be converted to a P-3 post.

Office of the Deputy Director of Mission Support

International staff: decrease of 3 posts

National staff: decrease of 2 posts

Table 21
Human resources: Office of the Deputy Director of Mission Support

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	-1	D-1	Deputy Director of Mission Support	Reassigned	To Office of the Director of Mission Support
	-1	P-5	Senior Administrative Officer	Reassigned	To Office of the Director of Mission Support
	-1	FS	Administrative Assistant	Abolished	
	-2	NGS	Staff Assistant	Abolished	

64. In the light of the reduced footprint and consolidation of the Mission, it is proposed that the temporary position of Director of Mission Support (D-2) be abolished, to be accommodated through the reassignment of the post of Deputy Director of Mission Support (D-1) to the Office of the Chief of Mission Support. It is also proposed that the post of Senior Administrative Officer (P-5) be reassigned as a post of Deputy Chief of Mission Support (P-5) to the Office of the Chief of Mission Support.

65. In addition, it is proposed that the remaining posts (one Field Service and two national General Service) in the Office of the Deputy Director of Mission Support be abolished, in line with the overall streamlining of the Mission. The Environmental Compliance Unit, the Contracts Management Unit and the Claims Unit would continue to report to the Deputy Chief of Mission Support.

Contracts Management Unit

International staff: decrease of 2 posts

National staff: increase of 1 post

Table 22
Human resources: Contracts Management Unit

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	FS	Contracts Management Assistant	Abolished
	-1	FS	Contracts Management Assistant	Converted
	+1	NGS	Contracts Management Assistant	Converted

66. The Contracts Management Unit oversees the Mission's contracts to ensure the consistency of standards and oversight. The Unit manages contracts covering the areas of supply, engineering, security, aviation, information and communications technology and medical services and also assists in the solicitation process, which includes the review of statements of work prior to their release to the Procurement Section, participation in the technical evaluation of technical proposals and the provision of assistance/guidance in the drafting of final contracts. The abolishment of one post of Contracts Management Assistant (Field Service) is proposed, in line with the consolidation of the Mission.

67. Given the scope for nationalization in this area, the conversion of a post of Contracts Management Assistant (Field Service) to a national General Service post is also proposed.

Finance and Budget Section

International staff: decrease of 6 posts

National staff: no net change

Table 23
Human resources: Finance and Budget Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	-1	P-5	Chief Budget Officer	Reclassified as P-4	Within Finance and Budget Section
	+1	P-4	Chief Finance and Budget Officer	Reclassified (formerly P-5)	Within Finance and Budget Section
	-1	P-4	Finance and Budget Officer	Abolished	
	-1	P-4	Finance Officer	Abolished	
	-1	P-4	Finance and Budget Officer	Reassigned	To Office of the Chief of Mission Support
	-1	P-3	Finance and Budget Officer	Abolished	
	-1	P-3	Finance and Budget Officer	Converted	

Change	Level	Functional title	Post action	Description
+1	FS	Finance Assistant	Converted	
+1	NPO	Finance and Budget Officer	Converted	
-2	NGS	Staff Assistant	Abolished	
+1	NGS	Finance Assistant	Converted	

68. The Finance and Budget Section is responsible for managing the financial resources of the Mission and oversees the preparation, implementation and performance reporting of the Mission's budget. The functions of the Section are currently split in two locations, with finance located in the Santo Domingo Support Office and budget in Port-au-Prince. With the closure of the Santo Domingo Support Office, the finance functions moved to Port-au-Prince, starting in December 2014 with the cashier's office functions and ending in June 2015 with Umoja-related functions.

69. In the light of the consolidation of the Mission and the closure of the Santo Domingo Support Office, a realignment of the Section will provide scope for the abolishment of one post of Finance and Budget Officer (P-4), one post of Finance Officer (P-4), one post of Finance and Budget Officer (P-3) and two posts of Staff Assistant (national General Service). It is also proposed that the existing post of Chief Budget Officer (P-5) in the Section be reclassified as a P-4 post to oversee the work of the Finance and Budget Section.

70. The consolidation of the Mission Support Division, coupled with the Mission's legacy, has successfully aided in the development of skilled national staff. The conversion of a post of Finance and Budget Officer (P-3) to a National Professional Officer post and the conversion of a post of Finance Assistant (Field Service) to a national General Service post are proposed, given the scope for nationalization in this area. The nationalization of these posts not only supports the Organization's capacity-building mandate, but also ensures the continued provision of knowledgeable support to the Mission's clients.

71. It is also proposed that a post of Finance and Budget Officer (P-4) be reassigned as a post of Administrative Officer to the Office of the Chief of Mission Support in order to accommodate the requirements of compliance and risk management arising as a result of the Umoja implementation process.

Regional Support Unit

International staff: decrease of 5 posts

National staff: decrease of 13 posts

Table 24
Human resources: Regional Support Unit

	Change	Level	Functional title	Post action	Description
Posts/positions					
	-3	P-3	Administrative Officer	Redeployed	To Joint Logistics Operations Centre
	-2	FS	Administrative Assistant	Redeployed	To Joint Logistics Operations Centre
	-3	NPO	Administrative Officer	Redeployed	To Joint Logistics Operations Centre
	-6	NGS	Administrative Assistant	Redeployed	To Joint Logistics Operations Centre
	-4	NGS	Administrative Assistant	Abolished	

72. Owing to the complex nature of peacekeeping operations and their support requirements, there is a need at the central level to receive requests for logistics support, analyse requirements and prioritize support provided in accordance with the overall guidance provided by senior mission management. In addition, planning the implementation of the tasks related to the requests, coordinating tasks among technical/other sections and then monitoring implementation are necessary. Accordingly, it is proposed that the Regional Support Unit be merged with the Joint Logistics Operations Centre in the 2015/16 period to reflect the reality on the ground and reduce duplication.

73. A total of four posts of Administrative Assistant (national General Service) are proposed for abolishment, in line with the closure of field offices and the merger of the Regional Support Unit with the Joint Logistics Operations Centre.

74. In addition, three posts of Administrative Officer (P-3), two posts of Administrative Assistant (Field Service), three posts of Administrative Officer (National Professional Officer) and six posts of Administrative Assistant (national General Service) are proposed for redeployment to the Joint Logistics Operations Centre.

Administrative Services

International staff: decrease of 3 posts

National staff: decrease of 46 posts

United Nations Volunteers: decrease of 1 position

75. Administrative Services comprises the Office of the Chief of Administrative Services, the Staff Counselling and Welfare Unit, the Personnel Section and the Procurement Section.

Office of the Chief of Administrative Services

National staff: decrease of 1 post

Table 25
Human resources: Office of the Chief of Administrative Services

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
-1	NGS	Administrative Assistant	Abolished

76. The Office of the Chief of Administrative Services oversees five administrative sections and units: the Procurement Section, the Human Resources Section, the Medical Section, the Integrated Mission Training Centre and the United Nations Volunteer Support Unit. It is proposed that the Medical Section report to the Chief of Integrated Support Services in 2015/16 to reflect the current operational reality.

77. In line with the drawdown of the Mission and the consolidation plan, it is proposed that one post of Administrative Assistant (national General Service) be abolished.

Staff Counselling and Welfare Unit

National staff: decrease of 1 post

Table 26
Human resources: Staff Counselling and Welfare Unit

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	NPO	Assistant Staff Counsellor	Abolished

78. The Staff Counselling and Welfare Unit delivers day-to-day counselling services to MINUSTAH staff members, including those affected by the downsizing of the Mission.

79. It is proposed that one post of Assistant Staff Counsellor (National Professional Officer) be abolished in 2015/16, in line with the drawdown and consolidation of the Mission.

Personnel Section

International staff: decrease of 2 posts

National staff: decrease of 45 posts

United Nations Volunteers: decrease of 1 position

Table 27
Human resources: Personnel Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-3	Human Resources Officer	Converted
	-1	FS	Human Resources Assistant	Converted
	+1	NPO	Human Resources Officer	Converted
	-46	NGS	Language Assistant	Abolished
	-1	NGS	Administrative Assistant	Abolished
	+1	NGS	Human Resources Assistant	Converted
	-1	UNV	Human Resources Assistant	Abolished

80. The Personnel Section provides support to the Mission's leadership and hiring managers in ensuring adequate staffing; leads and monitors the implementation of human resources policies, practices and procedures at the Mission; administers entitlements and benefits for all Mission employees; provides performance and development and career counselling; ensures, in cooperation with other administrative/support offices, a healthful working, living and recreational environment; and promotes good conduct and discipline. The Section also admin sters travel and leave entitlements for all civilian and uniformed personnel. In addition, the Section administers language assistants for the police and military components.

81. In line with the consolidation of the Mission, it is proposed that one position of Human Resources Assistant (United Nations Volunteer), one post of Administrative Assistant (national General Service) and 46 posts of Language Assistant (national General Service) be abolished, with the abolishment of the Language Assistant posts being directly related to the downsizing of the military component.

82. In addition, it is proposed that one post of Human Resources Officer (P-3) be converted to a National Professional Officer post and that a post of Human Resources Assistant (Field Service) be converted to a national General Service post, given the scope for nationalization in this area.

Procurement Section

International staff: decrease of 1 post

National staff: increase of 1 post

Table 28
Human resources: Procurement Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-3	Procurement Officer	Converted
	+1	NPO	Procurement Officer	Converted

83. The Procurement Section is responsible for obtaining the required goods, work and services at the times and in the places required, while taking into consideration the mandate of the Mission; fairness, integrity and transparency through competition; economy and effectiveness; and best value for money.

84. It is proposed that one post of Procurement Officer (P-3) be converted to a National Professional Officer post, given the scope for nationalization in this area.

Integrated Support Services

International staff: decrease of 16 posts

National staff: decrease of 36 posts

United Nations Volunteers: decrease of 26 positions

85. Integrated Support Services comprises the Office of the Chief of Integrated Support Services, the Joint Logistics Operations Section, the Medical Section, the Property Management Section, the Aviation Section, the Engineering Section, the Transport Section, the Communications and Information Technology Section, the Movement Control Section and the Supply Section.

Joint Logistics Operations Centre

International staff: increase of 2 posts

National staff: increase of 5 posts

Table 29
Human resources: Joint Logistics Operations Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+3	P-3	Administrative Officer	Redeployed	From Regional Support Unit
	+2	FS	Administrative Assistant	Redeployed	From Regional Support Unit
	-3	FS	Logistics Assistant	Converted	
	+3	NPO	Administrative Officer	Redeployed	From Regional Support Unit
	-2	NGS	Administrative Assistant	Abolished	
	-4	NGS	Logistics Assistant	Abolished	
	-1	NGS	Driver	Abolished	
	+6	NGS	Administrative Assistant	Redeployed	From Regional Support Unit
	+3	NGS	Logistics Assistant	Converted	

86. The Joint Logistics Operations Centre coordinates logistics support for all components of the Mission, including logistics support for United Nations police/Haitian National Police co-locations and for Government of Haiti projects. It also provides planning and logistics coordination with respect to military and formed police units, rotations, redeployment and repatriation. In addition, the Centre is responsible for mission space allocation planning and consolidation of facilities. The closure of the five liaison offices and one regional office and the reductions in the numbers of civilian staff in those locations will require the Centre to provide remote and mobile support to the police who will remain there. The Regional Support Unit will be merged with the Joint Logistics Operations Centre in the 2015/16 period to reflect the reality on the ground and reduce duplication.

87. Consequently, seven national General Service posts are proposed for abolishment in 2015/16, in line with the closure of the five liaison offices and one regional office.

88. In addition, a total of 14 posts in the Regional Support Unit (3 Administrative Officer (P-3), 2 Administrative Assistant (Field Service), 3 Administrative Officer (National Professional Officer) and 6 Administrative Assistant (national General Service)) are proposed for redeployment to the Joint Logistics Operations Centre, in line with the merger of the Regional Support Unit and the Centre.

89. A total of three posts of Logistics Assistant (Field Service) are proposed for conversion to national General Service posts in 2015/16, given the scope for nationalization in this area.

Medical Section

National staff: increase of 2 posts

United Nations Volunteers: decrease of 2 positions

Table 30
Human resources: Medical Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	+2	NGS	Nurse	Converted
	-2	UNV	Nurse	Converted

90. The Medical Section provides basic primary health care to all MINUSTAH and United Nations country team personnel. It maintains and provides medical support at one United Nations-owned equipment clinic and one United Nations dispensary in Port-au-Prince; two United Nations-owned equipment clinics, in Cap-Haïtien and Les Cayes; and one United Nations dispensary, in Gonaïves. The Medical Section will be moved under the Chief Integrated Support Service in 2015/16 to reflect the current operations on the ground.

91. In addition, two positions of Nurse (United Nations Volunteer) are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

Property Management Section

International staff: decrease of 2 posts

National staff: increase of 1 post

United Nations Volunteers: decrease of 1 position

Table 31
Human resources: Property Management Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-3	Contingent-Owned Equipment Officer	Converted
	-1	FS	Receiving and Inspection Assistant	Abolished
	+1	NPO	Contingent-Owned Equipment Officer	Converted
	-1	UNV	Contingent-Owned Equipment Assistant	Abolished

92. The main tasks of the Property Management Section are the oversight of United Nations-owned equipment and contingent-owned equipment and the overall control, utilization, disposal and accountability of all United Nations-owned equipment at the Mission. Under IPSAS requirements, the tasks of the Section now

include periodic checks of property, plant and equipment and inventory. Two national staff posts are located at each of the field offices (Les Cayes, Gonaïves and Cap-Haïtien), with all other posts located in Port-au-Prince.

93. In the light of the downsizing of the Mission, it is proposed that one post of Receiving and Inspection Assistant (Field Service) and one post of Contingent-Owned Equipment Assistant (United Nations Volunteer) be abolished.

94. One post of Contingent-Owned Equipment Officer (P-3) is proposed for conversion to a National Professional Officer post, given the scope for nationalization in this area.

Aviation Section

International staff: decrease of 1 post

National staff: increase of 3 posts

United Nations Volunteers: decrease of 2 positions

Table 32
Human resources: Aviation Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-3	Technical Compliance Officer	Converted
	+1	NPO	Technical Compliance Officer	Converted
	-2	NGS	Air Operations Assistant	Converted
	-2	UNV	Air Operations Assistant	Converted

95. The Aviation Section provides support for the safe, efficient and effective utilization of all air assets under long-term contract and/or letter of assistance, and also provides operational advice with a view to the cost-effective utilization of the Mission's air assets, as well as round-the-clock medical evaluation coverage, military and United Nations police operational support for troop transport, and aerial reconnaissance. The Section also ensures that all aviation operations are conducted in accordance with United Nations regulations and rules as well as international aviation recommendations for safe operations, maintaining liaison with local authorities in order to ensure appropriate air support for the Mission's mandate.

96. One post of Technical Compliance Officer (P-3) is proposed for conversion to a National Professional Officer post, and two positions of Air Operations Assistant (United Nations Volunteer) are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

Engineering Section

International staff: decrease of 2 posts

National staff: decrease of 17 posts

United Nations Volunteers: decrease of 8 positions

Table 33
Human resources: Engineering Section

Change	Level	Functional title	Post action
Posts/positions			
-1	P-3	Engineer	Converted
-1	FS	Generator Mechanic	Abolished
-1	NPO	Engineer	Converted
-1	NGS	Electrician	Abolished
-1	NGS	Engineering Assistant	Abolished
-14	NGS	Facilities Management Assistant	Abolished
-2	NGS	Heating, Ventilation and Air Conditioning Assistant	Abolished
-3	NGS	Supply Assistant	Abolished
-1	NGS	Water and Sanitation Assistant	Abolished
+4	NGS	Material and Assets Assistant	Converted
-2	UNV	Engineering Assistant	Abolished
-1	UNV	Water and Sanitation Technician	Abolished
-1	UNV	Waste and Water Treatment Plant Operator	Abolished
-4	UNV	Material and Assets Assistant	Converted

97. The Engineering Section provides overall engineering support to all components comprising civilians, military personnel, formed police units and United Nations police across the Mission. The Section provides building and facility management services, the construction and maintenance of infrastructure facilities, source development, the production, treatment and purification of water, power production and supply, wastewater and solid waste management, as well as ensuring an adequate water supply and sanitation at each MINUSTAH facility, including the necessary upgrading and modifications. The Section also provides engineering support during natural disasters such as the floods, hurricanes and storms that often occur in various regions on a yearly basis in Haiti; such work is required at very short notice either within the Mission's facilities or in support of the Government of Haiti, or a combination of both. Furthermore, the Section provides various types of engineering support and services to the Government of Haiti within the mandate of the Mission.

98. A total of 27 posts and positions (1 Field Service, 22 national General Service and 4 United Nations Volunteer) are proposed for abolishment. Of these, one Field Service post and 10 national General Service posts are proposed for abolishment owing to the reduction in the number of police co-location sites from 55 to 28

planned for the 2015/16 period. The remaining 16 posts and positions are proposed for abolishment owing to the downsizing of the Mission.

99. In addition, one post of Engineer (P-3) is proposed for conversion to a National Professional Officer post, and four positions of Material and Assets Assistant (United Nations Volunteer) are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

Transport Section

International staff: decrease of 3 posts

National staff: decrease of 8 posts

United Nations Volunteers: decrease of 3 positions

Table 34
Human resources: Transport Section

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
-2	FS	Vehicle Technician	Converted
-1	FS	Inventory and Supply Assistant	Converted
-10	NGS	Vehicle Technician	Abolished
-4	NGS	Driver	Abolished
+2	NGS	Vehicle Technician	Converted
+1	NGS	Inventory and Supply Assistant	Converted
+2	NGS	Vehicle Technician	Converted
+1	NGS	Inventory and Supply Assistant	Converted
-2	UNV	Vehicle Technician	Converted
-1	UNV	Inventory and Supply Assistant	Converted

100. The Transport Section carries out vehicle fleet management, vehicle fleet operations, vehicle fleet maintenance/repairs and spare parts management. The Section is also responsible for the provision of the motor transport capability within the Mission's area of operations, which includes mainly military personnel, United Nations police and all other administrative, logistics and substantive divisions at mission headquarters.

101. A total of 14 national General Service posts (10 Vehicle Technician and 4 Driver) are proposed for abolishment, in line with the closure of the liaison offices and regional offices.

102. In addition, a total of three Field Service posts and three United Nations Volunteer positions are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

Communications and Information Technology Section

International staff: decrease of 3 posts

National staff: decrease of 21 posts

United Nations Volunteers: decrease of 10 positions

Table 35
Human resources: Communications and Information Technology Section

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
-1	P-3	Geographic Information Systems Officer	Abolished
-1	FS	Telecommunications Assistant	Abolished
-1	FS	Information Technology Assistant	Abolished
-8	NGS	Radio Technician	Abolished
-10	NGS	Information Technology Assistant	Abolished
-3	NGS	Telecommunications Assistant	Abolished
-2	NGS	Telecommunications Technician	Abolished
-2	NGS	Mail Assistant	Abolished
-1	NGS	Microwave Assistant	Abolished
+1	NGS	Information Technology Assistant	Converted
+3	NGS	Radio Technician	Converted
+1	NGS	Assets Management Assistant	Converted
-1	UNV	Information Technology Assistant	Abolished
-3	UNV	Radio Technician	Abolished
-1	UNV	Assets Management Assistant	Abolished
-1	UNV	Information Technology Assistant	Converted
-3	UNV	Radio Technician	Converted
-1	UNV	Assets Management Assistant	Converted

103. The core function of the Communications and Information Technology Section is to provide durable, effective, safe and environmentally sustainable information and communications technology (ICT) services. The Section is committed to enhancing the efficiency, productivity, operational resilience, high standards, support and maintenance of the Mission's ICT systems and infrastructure.

104. In the light of the downsizing of the Mission and the reduced number of police co-location sites, it is proposed that 34 posts and positions (1 P-3, 2 Field Service, 26 national General Service and 5 United Nations Volunteer) be abolished in the 2015/16 period.

105. In addition, five United Nations Volunteer positions are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

Movement Control Section

International staff: decrease of 4 posts

National staff: decrease of 2 posts

Table 36
Human resources: Movement Control Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-3	Movement Control Officer	Converted
	-1	FS	Movement Control Assistant	Abolished
	-2	FS	Movement Control Assistant	Converted
	+1	NPO	Movement Control Assistant	Converted
	-5	NGS	Movement Control Assistant	Abolished
	+2	NGS	Movement Control Assistant	Converted

106. The core functions of the Movement Control Section are: the shipping and distribution of procured items, customs clearance, the delivery and inspection of warehouses; the import and export of personal effects shipments for United Nations police, military staff officers and civilians; strategic transportation from point of embarkation in troop-/police-contributing countries to the mission area, deployment within the Mission, repatriation from the mission area to troop-/police-contributing countries upon the completion of tour of duty; the deployment, rotation and repatriation of military contingents and formed police units; the planning, coordination, and implementation of troop rotations carried out on a 12-month cycle by means of a combination of aircraft provided by troop-contributing countries and commercial contracts; and the transport of United Nations personnel (military, police and civilian) within the mission area by United Nations long-term charter aircraft and United Nations vehicles.

107. A total of six posts of Movement Control Assistant (1 Field Service and 5 national General Service) are proposed for abolishment in the 2015/16 period, in line with the closure of the liaison offices.

108. One post of Movement Control Officer (P-3) and two posts of Movement Control Assistant (Field Service) are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

Supply Section

International staff: decrease of 3 posts

National staff: increase of 1 post

Table 37
Human resources: Supply Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	FS	Supply Assistant	Abolished
	-1	FS	Fuel Assistant	Converted
	-1	FS	Supply Assistant	Converted
	-1	NPO	Fuel Officer	Abolished
	+1	NGS	Fuel Assistant	Converted
	+1	NGS	Supply Assistant	Converted

109. The Supply Section provides goods and services to the Mission. The functional areas of the Section are: (a) general supply (contract administration, warehousing, distribution and asset management of, inter alia, office equipment and furniture, drinking water, stationery and cleaning materials); (b) rations (food contract administration, monitoring of reserve stocks); (c) petrol, oil and lubricant products (fuel contract administration, monitoring of reserve stocks); and (d) budget control and invoice-processing (budget formulation, implementation and invoice verification and processing).

110. Two posts (1 Field Service and 1 National Professional Officer) are proposed for abolishment, in line with the downsizing of the Mission, and two Field Service posts are proposed for conversion to national General Service posts, given the scope for nationalization in this area.

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June)

Category	Expenditures[a] (2013/14)	Apportionment[a] (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	–	–	–	–	–
Military contingents	192 017.4	146 309.8	70 562.0	(75 747.8)	(51.8)
United Nations police	52 137.9	53 957.2	51 093.6	(2 863.6)	(5.3)
Formed police units	46 380.6	48 183.2	52 773.5	4 590.3	9.5
Subtotal	**290 535.9**	**248 450.2**	**174 429.1**	**(74 021.1)**	**(29.8)**
Civilian personnel					
International staff	77 983.3	73 132.4	71 788.1	(1 344.3)	(1.8)
National staff	37 420.5	36 015.8	30 056.6	(5 959.2)	(16.5)
United Nations Volunteers	8 421.8	7 676.2	6 083.6	(1 592.6)	(20.7)
General temporary assistance	1 035.4	760.9	–	(760.9)	(100.0)
Government-provided personnel	1 420.3	3 070.4	3 080.6	10.2	0.3
Subtotal	**126 281.3**	**120 655.7**	**111 008.9**	**(9 646.8)**	**(8.0)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	1 453.8	1 810.0	1 883.5	73.5	4.1
Official travel	2 429.2	4 258.9	3 734.0	(524.9)	(12.3)
Facilities and infrastructure	60 282.7	61 130.1	46 634.4	(14 495.7)	(23.7)
Ground transportation	10 041.6	9 439.8	7 410.6	(2 029.2)	(21.5)
Air transportation	13 798.4	13 921.1	12 210.0	(1 711.1)	(12.3)
Naval transportation	371.6	301.3	315.5	14.2	4.7
Communications	9 019.9	14 018.1	9 317.3	(4 700.8)	(33.5)
Information technology	8 013.8	8 197.7	7 039.6	(1 158.1)	(14.1)
Medical	1 702.4	1 810.0	1 587.3	(222.7)	(12.3)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	11 253.1	11 087.6	9 985.7	(1 101.9)	(9.9)
Quick-impact projects	4 991.4	5 000.0	4 000.0	(1 000.0)	(20.0)
Subtotal	**123 357.9**	**130 974.6**	**104 117.9**	**(26 856.7)**	**(20.5)**
Gross requirements	**540 175.1**	**500 080.5**	**389 555.9**	**(110 524.6)**	**(22.1)**
Staff assessment income	12 769.0	12 282.4	11 187.8	(1 094.6)	(8.9)
Net requirements	**527 406.1**	**487 798.1**	**378 368.1**	**(109 430.0)**	**(22.4)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**540 175.1**	**500 080.5**	**389 555.9**	**(110 524.6)**	**(22.1)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs to the military and police personnel category of expenditure.

B. Non-budgeted contributions

111. The estimated value of non-budgeted contributions for the period from 1 July 2015 to 30 June 2016 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	16 186.7
Voluntary contributions in kind (non-budgeted)	–
Total	**16 186.7**

[a] Estimated rental value of Government-provided land and premises, departure taxes, landing fees and customer waivers.

112. The reduction in the amount of non-budgeted contributions compared with the 2014/15 budget is attributable mainly to the closure of camps; the reduction in the proposed strength by 2,651 military contingent personnel; and the lower volume and value of the Mission's commercial imports.

C. Efficiency gains

113. The cost estimates for the period from 1 July 2015 to 30 June 2016 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Communications	369.0	Reduced requirements under communications owing to: (a) the establishment of the Mission's own microwave backbone network, which has reduced reliance on commercially provided Internet services; and (b) the deployment of lease lines and VSAT network optimization
Total	**369.0**	

D. Vacancy factors

114. The cost estimates for the period from 1 July 2015 to 30 June 2016 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2013/14*	*Budgeted 2014/15*	*Projected 2015/16*
Military and police personnel			
Military contingents	4.6	1.0	3.0
United Nations police	10.5	6.0	10.0

Category	*Actual 2013/14*	*Budgeted 2014/15*	*Projected 2015/16*
Formed police units	(0.3)	3.0	3.0
Civilian personnel			
International staff	15.1	10.0	7.5
National staff			
National Professional Officers	3.1	2.0	2.0
National General Service staff	4.7	3.0	3.0
United Nations Volunteers	13.3	3.0	3.0
Temporary positions[a]			
International staff	–	–	–
National staff	33.3	–	–
Government-provided personnel	6.0	3.0	3.0

[a] Funded under general temporary assistance.

115. For police personnel, the proposed delayed deployment factors take recent deployment patterns into account. For military contingents, the proposed delayed deployment factor of 3 per cent with respect to 2,370 contingent personnel takes into account the proposed reduction of 2,651 contingent personnel. For civilian personnel, the proposed vacancy factors reflect recent incumbency patterns and changes in the number and composition of staff proposed for 2015/16.

E. Contingent-owned equipment: major equipment and self-sustainment

116. Requirements for the period from 1 July 2015 to 30 June 2016 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $32,355,300, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	7 022.2
Formed police units	8 159.0
Subtotal	**15 181.2**
Self-sustainment	
Military contingents	11 228.8
Formed police units	5 945.3
Subtotal	**17 174.1**
Total	**32 355.3**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	1.1	1 June 2004	—
Intensified operational condition factor	1.3	1 June 2004	—
Hostile action/forced abandonment factor	1.0	1 June 2004	—
B. Applicable to home country			
Incremental transportation factor	0.25-5.75		

F. Training

117. The estimated resource requirements for training for the period from 1 July 2015 to 30 June 2016 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	299.1
Official travel	
Official travel, training	521.0
Other supplies, services and equipment	
Training fees, supplies and services	687.7
Total	**1 507.8**

118. The number of participants planned for the period from 1 July 2015 to 30 June 2016, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2013/14	*Planned 2014/15*	*Proposed 2015/16*	*Actual 2013/14*	*Planned 2014/15*	*Proposed 2015/16*	*Actual 2013/14*	*Planned 2014/15*	*Proposed 2015/16*
Internal	993	1 562	1 372	2 672	4 380	3 189	2 667	2 137	2 170
External[a]	70	51	59	13	72	26	3	2	3
Total	**1 063**	**1 613**	**1 431**	**2 685**	**4 452**	**3 215**	**2 670**	**2 139**	**2 173**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

119. For the 2015/16 period, the requirements for training will decrease compared with the 2014/15 period, owing to reduced requirements for training fees, supplies and services and the training of consultants, which are offset in part by higher requirements for training-related travel owing to the implementation of Umoja. The decrease in training requirements is attributable to the proposed decrease in the number of national staff participating in training on human resources management and development, leadership and management, and organization development.

G. Community violence reduction programme

(Thousands of United States dollars)

Category	Estimated amount
Other supplies, services and equipment	
Other services	6 500.0
Total	**6 500.0**

120. The Mission's community violence reduction programme was initiated during the 2006/07 financial period pursuant to Security Council resolution 1702 (2006), in which the Council recognized that, where conditions for disarmament, demobilization and reintegration did not exist, alternative programmes were required to address local conditions. It had become clear that armed groups, in particular, urban gangs, coupled with persistently weak State institutions, were contributing to the insecurity in Haiti. Using an innovative approach involving parallel partnership development with civil society actors and State institutions, the community violence reduction programme endeavours to mitigate conflict risk factors and directly address the variables that favour recourse to violence and crime. In that context, the main areas of focus include reducing the likelihood of gang membership; decreasing unemployment; improving living conditions; broadening access to professional skills training; and equipping civil society with the tools and knowledge needed to foster community-driven development. Over the course of the 2015/16 financial period, the community violence reduction programme will focus on deepening its traditional areas of expertise, while assisting the development of security sector institutions and supporting the capacity development of target communities and national entities to enable them to manage community violence reduction programmes. An essential element of this will entail focusing on the eventual handover of the management of such programmes from MINUSTAH to national institutions and organizations, with support from the United Nations country team if needed and where appropriate.

121. In order to ensure the responsible and sustainable transfer of programming and expertise, the community violence reduction programme would require an operational budget of $6.5 million to allow it to both deepen and broaden partnerships with those entities that will assume operational and programmatic responsibility for community engagement in violence-affected urban areas, without creating a dangerous vacuum that could risk undoing essential security and development gains made since the inception of the programme.

122. The Mission will develop and implement, in collaboration with ministries, local authorities, community groups and leaders and the United Nations country team, the following 37 projects: (a) 10 labour-intensive and income generating projects for 14,000 at-risk youth, men and women in 14 Government-identified crime-affected areas of Haiti; (b) 3 security and stability projects that will provide a safer environment for 18,000 beneficiaries; (c) 3 professional skills training projects for 360 at-risk youth and prison inmates; (d) 3 sexual and gender-based violence prevention and child protection projects for 2,250 children and 1,000 women victims of violence and 4,000 youth at risk of drug and alcohol abuse; (e) 5 employment and entrepreneurship projects for 500 youth and women in the crime-affected areas in

Haiti; (f) 6 legal aid projects to support the national legal aid system in addressing issues on prolonged pretrial detention, sexual and gender-based violence, child protection and civil status for 6,000 beneficiaries; (g) 3 public outreach projects in the areas of community mediation and policing to support the work of community forums and foster coordination among local authorities, communities, other national and international actors and the community violence reduction programme so as to determine needs, plan interventions and assess the impact of projects; (h) 3 projects, comprising a total of 120 public outreach and social mobilization campaigns, aimed at violence reduction; and (i) 1 monitoring and evaluation project focusing on the establishment of a system for monitoring community violence reduction programme outputs.

H. Quick-impact projects

123. The estimated resource requirements for quick-impact projects for the period from 1 July 2015 to 30 June 2016, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2013 to 30 June 2014 (actual)	4 991.4	137
1 July 2014 to 30 June 2015 (approved)	5 000.0	120
1 July 2015 to 30 June 2016 (proposed)	4 000.0	80

124. The implementation of the estimated number of 80 projects would strengthen State capacities to provide basic public services to the population, reinforce rule of law structures, support civil society engagement in good governance and provide opportunities to foster democracy in all 10 departments, with a higher concentration around the four regional offices. The reduction in the budget of the quick-impact projects programme to $4 million is due to the closure of the liaison offices, which will reduce the presence of the Mission in the field. Consequently, the geographic range of the programme will also be reduced, with most of its activities concentrated in the main regional offices.

125. While the general security context in Haiti continues to improve, increasing political uncertainty may yet undermine these gains. The overdue municipal and parliamentary elections and the lack of basic services remain threats to the country's stability. Simultaneously, the Mission continues its consolidation and transition planning, reducing its presence to four Haitian departments.

126. Accordingly, the continuation of the quick-impact projects programme is key to sustaining popular confidence in the mandate of the Mission and the "peace dividend" of stabilization. The vast majority of projects are implemented through local partners. This supports the local economy, brings together local actors, reinforces local ownership and supports the extension of State authority, while bolstering Haitian confidence in the Mission. The programme is implemented in close coordination with the Government of Haiti, local partners, the United Nations country team and donors to avoid duplication and ensure that the projects undertaken are implemented coherently.

127. The quick-impact projects programme helps to reduce the impact of the continuing withdrawal of the Mission's uniformed and civilian personnel. The programme will continue its efforts to strengthen State institutions and reinforce the rule of law through its support for the building of local capacities and the improvement of State infrastructure, thus enabling local institutions to exercise their authority independently of the Mission's support.

128. In addition, the lack of basic services in Haiti remains an important cause of social unrest. Such unrest is often exploited for political ends, leading to violence and creating a vicious circle of insecurity and weak services. The continued absence of elections, due for more than four years, has exacerbated the problem. The quick-impact projects programme will continue its efforts towards conflict resolution and mediation by fostering dialogue between civil society and the State and supporting the latter in the provision of basic services. Projects to facilitate access to water and support the educational system and public lighting and other public infrastructure will continue to help sustain the stability that the Mission has worked hard to achieve.

III. Analysis of variances[1]

129. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

		Variance
Military contingents	($75 747.8)	(51.8%)

- **Mandate: reduction in the authorized strength of uniformed personnel**

130. The reduced requirements are attributable primarily to the reduction in the proposed strength by 2,651 military contingent personnel, resulting in lower provisions for standard reimbursements to troop-contributing Governments for troop costs, travel on emplacement, rotation and repatriation, contingent-owned equipment, rations, mission subsistence allowance and daily/recreational leave allowance. The requirements provide for 2,651 military contingent personnel and reflect the application of a 3 per cent delayed deployment factor.

		Variance
United Nations police	($2 863.6)	(5.3%)

- **Management: reduced outputs and inputs**

131. The reduced requirements are attributable mainly to a higher delayed deployment factor of 10 per cent compared with the 6 per cent factor reflected in the 2014/15 budget, as well as lower requirements for travel on emplacement, rotation and repatriation owing to the non-rotation of the full strength of United Nations police personnel.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Formed police units	$4 590.3	9.5%

- **Mandate: increase in formed police unit rate of reimbursement**

132. The increased requirements are attributable mainly to the implementation of resolution 68/281, reflecting a higher rate of reimbursement of standard troop costs to troop-contributing countries ($1,332 per person per month, compared with the basic rate of $1,028 and the special allowance of $303 per person per month in the 2014/15 budget), and the increased requirements for rations owing to the higher price of $5.81 for rations applied in the 2015/16 budget compared with the cost of $5.39 in 2014/15. The variance is offset in part by reduced requirements for travel on emplacement, rotation and repatriation owing to the expected reduced cost per round trip (average expected round-trip cost of $4,970 in the 2015/16 budget, compared with the average cost of $5,124 in 2014/15) for charter flights.

	Variance	
International staff	($1 344.3)	(1.8%)

- **Management: reduced outputs and inputs**

133. The reduced requirements are attributable primarily to the proposed abolishment of 23 international posts and the proposed conversion of 22 international posts. The requirements reflect the application of a vacancy factor of 7.5 per cent to the estimates, compared with the 10 per cent factor applied in the 2014/15 budget.

	Variance	
National staff	($5 959.2)	(16.5%)

- **Management: reduced outputs and inputs**

134. The reduced requirements are attributable mainly to the proposed abolishment of 204 national General Service and 18 National Professional Officer posts. The variance is offset in part by the proposed conversion of international staff posts and United Nations Volunteer positions to 8 National Professional Officer and 30 national General Service posts. The requirements take into account the application of vacancy factors of 2 per cent and 3 per cent to the estimates for National Professional Officer and national General Service posts, respectively.

	Variance	
United Nations Volunteers	($1 592.6)	(20.7%)

- **Management: reduced outputs and inputs**

135. The reduced requirements are attributable mainly to the proposed abolishment of 21 United Nations Volunteer positions and the proposed conversion of 16 United Nations Volunteer positions to National Professional Officer posts.

	Variance	
General temporary assistance	($760.9)	(100.0%)

- **Management: reduced outputs and inputs**

136. The reduced requirements are attributable mainly to the abolishment of two international temporary positions, of Senior Coordinator for Cholera Response (ASG) and Director of Mission (D-2), as described in paragraphs 25 and 61 above.

	Variance	
Official travel	($524.9)	(12.3%)

- **Management: reduced outputs and inputs**

137. The reduced requirements are attributable mainly to the lower provisions for official travel non-training owing to reduced requirements for within-mission travel for the security/stability and support components in the light of the closure of five liaison offices, the regional office in Jacmel and the Santo Domingo Support Office as part of the consolidation plan of the Mission.

	Variance	
Facilities and infrastructure	($14 495.7)	(23.7%)

- **Management: reduced outputs and inputs**

138. The reduced requirements are attributable mainly to: (a) lower provisions for petrol, oil and lubricants, owing to the lower projected cost of $0.75 per litre for diesel fuel for generators applied in the 2015/16 budget compared with the cost of $1.07 per litre in 2014/15; (b) reduced requirements for utilities costs owing to the decrease in electricity supply costs and the closure of six camps; and (c) lower projected costs for spare parts, the rental of premises and the acquisition of engineering supplies owing to the closure of six camps. The variance is offset in part by: (a) increased requirements for security services, owing to the fact that the funding for radio room operations has been realigned under security services from communications to reflect newer reporting requirements; and (b) increased requirements for maintenance services, owing to the expected higher costs of the contracts for waste collection and disposal services.

	Variance	
Ground transportation	($2 029.2)	(21.5%)

- **Management: reduced outputs and inputs**

139. The reduced requirements are attributable mainly to: (a) lower provisions for petrol, oil and lubricants, owing to the reduction in the number of light passenger vehicles from 753 in 2014/15 to 658 in 2015/16 and the lower projected cost of $0.74 per litre for diesel fuel applied in 2015/16 compared with the cost of $1.07 per litre in 2014/15; (b) the anticipated discontinuation of the rental agreement for rented vehicles, in line with the planned closure of the Santo Domingo Support Office in the Dominican Republic; and (c) the reduced requirements for liability insurance, owing to the reduction in the size of the fleet.

	Variance	
Air transportation	($1 711.1)	(12.3%)

- **Management: reduced outputs and inputs**

140. The reduced requirements are attributable mainly to the withdrawal of three helicopters in the 2015/16 period and the lower projected cost of $0.75 per litre for aviation fuel applied in the 2015/16 budget compared with the cost of $1.09 per litre in 2014/15. The variance is offset in part by the replacement of three helicopters with one B-1900 fixed-wing aircraft.

	Variance	
Communications	($4 700.8)	(33.5%)

- **Management: reduced outputs and inputs**

141. The reduced requirements are attributable mainly to: (a) the fact that the funding for radio room operations has been realigned under security services from communications to reflect newer reporting requirements; (b) the reduced transponder and Internet fees resulting from the substantial improvements made to the Mission's microwave backbone ring, which allow for reduced reliance on a commercial Internet service provider; and (c) the non-acquisition of communications equipment in the 2015/16 period, owing to the downsizing of the Mission.

	Variance	
Information technology	($1 158.1)	(14.1%)

- **Management: reduced outputs and inputs**

142. The reduced requirements are attributable mainly to: (a) the non-acquisition of information technology equipment in the 2015/16 period, owing to the downsizing of the Mission; (b) the overall reduction in the number of computing devices that require the provision of centralized information technology support services, owing to the downsizing of the Mission; and (c) the reduction in the overall inventory for spare parts and information technology supplies.

	Variance	
Medical	($222.7)	(12.3%)

- **Management: reduced outputs and inputs**

143. The reduced requirements are attributable mainly to lower requirements for medical supplies and services, owing to the downsizing of the Mission.

	Variance	
Other supplies, services and equipment	($1 101.9)	(9.9%)

- **Management: reduced outputs and inputs**

144. The reduced requirements are attributable mainly to: (a) the decrease in the number of community violence reduction projects; (b) the lower requirements for uniforms, flags, decals and personal protection gear, owing to their availability in

existing stock and the reduction of personnel; and (c) lower requirements for training fees, owing to the proposed decrease in the number of national staff participating as a result of the drawdown of the Mission. The variance is offset in part by the fact that provision for freight for all acquisitions is now reflected under this commitment item on the basis of Umoja mapping; and the expected processing of pending claims from previous years in the 2015/16 period.

	Variance	
Quick-impact projects	($1 000.0)	(20.0%)

• **Management: reduced outputs and inputs**

145. The reduced requirements are attributable mainly to an expected reduction in quick-impact projects, owing to the closure of the liaison offices and the reduction in the Mission's presence in the field. The provisions reflect requirements for an estimated 80 quick-impact projects related to public services and the rehabilitation of infrastructure; capacity-building and training; and livelihood- and income-generating initiatives.

IV. Actions to be taken by the General Assembly

146. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $389,555,900 for the maintenance of the Mission for the 12-month period from 1 July 2015 to 30 June 2016;**

(b) **Assessment of the amount of $113,620,472 for the period from 1 July to 15 October 2015;**

(c) **Assessment of the amount of $275,935,428 for the period from 16 October 2015 to 30 June 2016 at a monthly rate of $32,462,992, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

(A/68/782/Add.10)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee does not object to the Secretary-General's proposal for a temporary position of Senior Coordinator for Cholera Response at the Assistant Secretary-General level, given the need for a well-coordinated system-wide response to the cholera epidemic in Haiti and the need to strengthen resource mobilization efforts in that regard. The Committee recommends, however, that the General Assembly request the Secretary-General to review and clarify the role of the Senior Coordinator in relation to other high-level actors who also play a role in the system-wide response to the cholera epidemic (para. 37)	There is a clear division of labour among the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), the Senior Coordinator for Cholera Response and the Special Adviser on Community-based Medicine. The mandate of the Special Adviser on Community-based Medicine relates to policy advice in relation to community-based medicine and aid effectiveness. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) coordinates the activities of the Mission and the United Nations country team in Haiti. He also maintains liaison with Haiti-based donors and senior government leadership. The Senior Coordinator for Cholera Response focuses on cholera-related Headquarters coordination and liaison with donors lacking a field presence in Haiti. However, this temporary position is proposed for abolishment in the 2015/16 period
The Advisory Committee takes note of the measures implemented so far to reduce travel costs and expects that every effort will be made to explore further savings and to achieve full compliance with the 16-day advance booking policy as stipulated by the General Assembly in its resolution 67/254 (para. 44)	MINUSTAH continues to make every effort to implement and monitor, in terms of full compliance, the 16-day advance booking policy as stipulated by the General Assembly in its resolution 67/254
The Secretary-General discusses the planned implementation of environmentally friendly policies such as briefings on sound environmental practices for new military, police and civilian personnel; periodic inspections of departmental and regional offices and premises for military contingents to ensure environmental compliance and the implementation of efficient waste-management strategies; the replacement of 298 air-conditioning units to comply with non-chlorofluorocarbon regulations; and the installation of stand-alone solar lights for MINUSTAH sites and offices where United Nations police and the Haitian National Police are co-located (para. 47)	The MINUSTAH Environmental Compliance Unit will continue to promote environmental awareness through inductions, briefings and training sessions, and by monitoring the environmental compliance of all mission sites through inspections. During the 2015/16 period, the Mission plans to hold 150 environmental briefings, 140 environmental inspections of its sites and 40 assessments of its sites slated for closure Wastewater control continues to be a priority at the Mission, and its management will be monitored on a quarterly basis to ensure its effectiveness. With regard to hazardous waste, the Mission's Property Disposal Unit coordinates the appropriate disposal of Mission assets, including hazardous waste, and supervises the implementation of disposal contracts, including the contract for the disposal of used batteries. The Mission ensures that medical waste is incinerated and controlled for disposal in accordance with United Nations standards

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee takes note of the recommendations of the strategic review of the Santo Domingo Support Office and recommends that the General Assembly request the Secretary-General to keep the continuing need for the Office under review in the light of the results of the follow-up review to be conducted in 2014 (para. 57)	MINUSTAH has completed its review, and has proposed the phased closure of the Santo Domingo Support Office before the beginning of the 2015/16 period

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: two possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

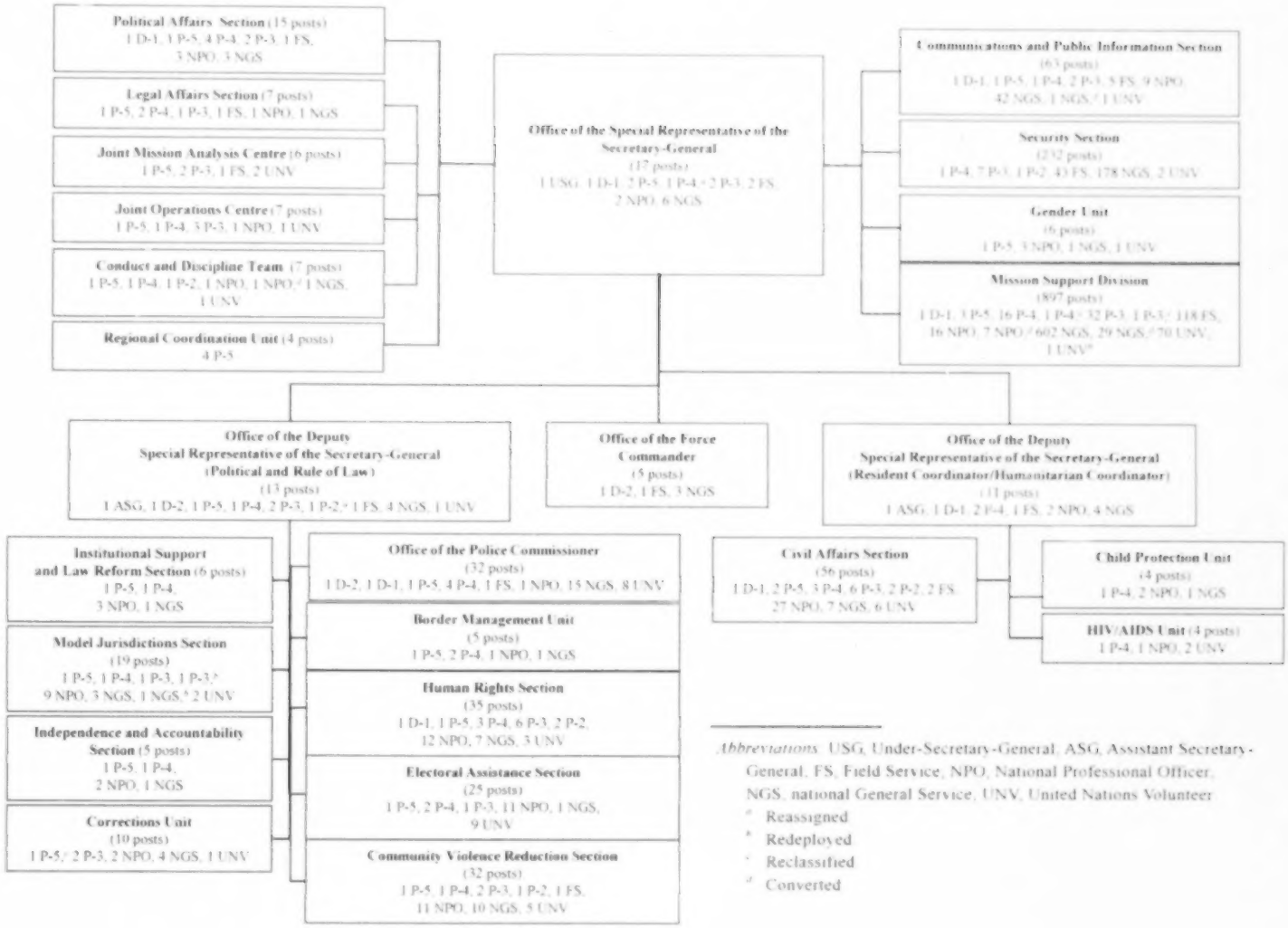
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies

- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. United Nations Stabilization Mission in Haiti


Political Affairs Section (15 posts)
1 D-1, 1 P-5, 4 P-4, 2 P-3, 1 FS, 3 NPO, 3 NGS
Legal Affairs Section (7 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS, 1 NPO, 1 NGS
Joint Mission Analysis Centre (6 posts)
1 P-5, 2 P-3, 1 FS, 2 UNV
Joint Operations Centre (7 posts)
1 P-5, 1 P-4, 3 P-3, 1 NPO, 1 UNV
Conduct and Discipline Team (7 posts)
1 P-5, 1 P-4, 1 P-2, 1 NPO, 1 NPO,[a] 1 NGS, 1 UNV
Regional Coordination Unit (4 posts)
4 P-5
Office of the Special Representative of the Secretary-General
(17 posts)
1 USG, 1 D-1, 2 P-5, 1 P-4, 2 P-3, 2 FS, 2 NPO, 6 NGS
Communications and Public Information Section
(63 posts)
1 D-1, 1 P-5, 1 P-4, 2 P-3, 5 FS, 9 NPO, 42 NGS, 1 NGS,[a] 1 UNV
Security Section
(232 posts)
1 P-4, 7 P-3, 1 P-2, 43 FS, 178 NGS, 2 UNV
Gender Unit
(6 posts)
1 P-5, 3 NPO, 1 NGS, 1 UNV
Mission Support Division
(897 posts)
1 D-1, 3 P-5, 16 P-4, 1 P-4,[a] 32 P-3, 1 P-3,[c] 118 FS, 16 NPO, 7 NPO,[a] 602 NGS, 29 NGS,[a] 70 UNV, 1 UNV[a]
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
(13 posts)
1 ASG, 1 D-2, 1 P-5, 1 P-4, 2 P-3, 1 P-2,[a] 1 FS, 4 NGS, 1 UNV
Office of the Force Commander
(5 posts)
1 D-2, 1 FS, 3 NGS
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
(11 posts)
1 ASG, 1 D-1, 2 P-4, 1 FS, 2 NPO, 4 NGS
Institutional Support and Law Reform Section (6 posts)
1 P-5, 1 P-4, 3 NPO, 1 NGS
Model Jurisdictions Section
(19 posts)
1 P-5, 1 P-4, 1 P-3, 1 P-3,[b] 9 NPO, 3 NGS, 1 NGS,[b] 2 UNV
Independence and Accountability Section (5 posts)
1 P-5, 1 P-4, 2 NPO, 1 NGS
Corrections Unit
(10 posts)
1 P-5,[c] 2 P-3, 2 NPO, 4 NGS, 1 UNV
Office of the Police Commissioner
(32 posts)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 FS, 1 NPO, 15 NGS, 8 UNV
Border Management Unit
(5 posts)
1 P-5, 2 P-4, 1 NPO, 1 NGS
Human Rights Section
(35 posts)
1 D-1, 1 P-5, 3 P-4, 6 P-3, 2 P-2, 12 NPO, 7 NGS, 3 UNV
Electoral Assistance Section
(25 posts)
1 P-5, 2 P-4, 1 P-3, 11 NPO, 1 NGS, 9 UNV
Community Violence Reduction Section
(32 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 11 NPO, 10 NGS, 5 UNV
Civil Affairs Section
(56 posts)
1 D-1, 2 P-5, 3 P-4, 6 P-3, 2 P-2, 2 FS, 27 NPO, 7 NGS, 6 UNV
Child Protection Unit
(4 posts)
1 P-4, 2 NPO, 1 NGS
HIV/AIDS Unit (4 posts)
1 P-4, 1 NPO, 2 UNV

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer

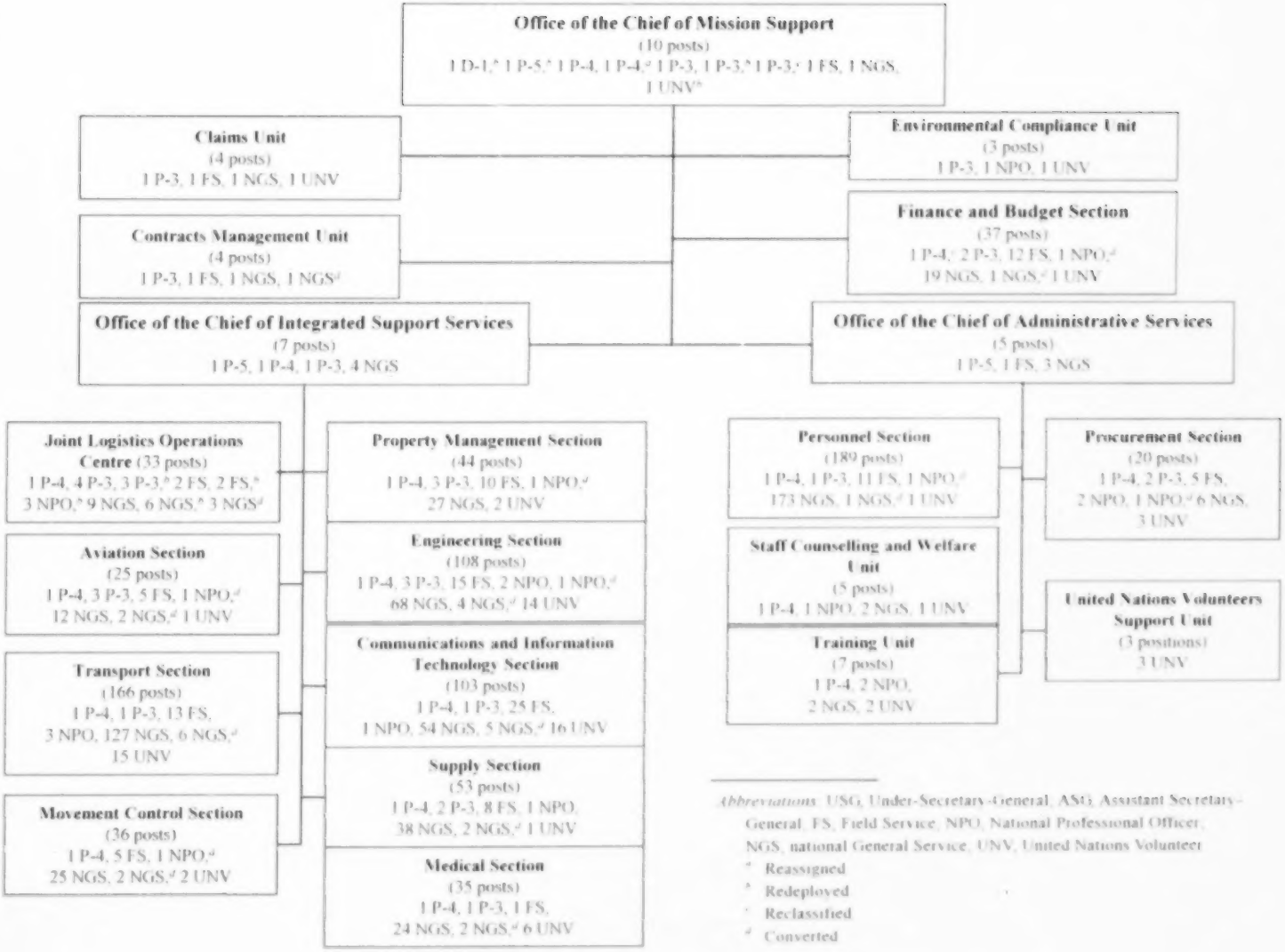
[a] Reassigned

[b] Redeployed

[c] Reclassified

[d] Converted

B. Mission Support Division


Office of the Chief of Mission Support
(10 posts)
1 D-1,[a] 1 P-5,[c] 1 P-4, 1 P-4,[a] 1 P-3, 1 P-3,[b] 1 P-3,[c] 1 FS, 1 NGS, 1 UNV[b]
Claims Unit
(4 posts)
1 P-3, 1 FS, 1 NGS, 1 UNV
Contracts Management Unit
(4 posts)
1 P-3, 1 FS, 1 NGS, 1 NGS[d]
Office of the Chief of Integrated Support Services
(7 posts)
1 P-5, 1 P-4, 1 P-3, 4 NGS
Environmental Compliance Unit
(3 posts)
1 P-3, 1 NPO, 1 UNV
Finance and Budget Section
(37 posts)
1 P-4, 2 P-3, 12 FS, 1 NPO,[d]
19 NGS, 1 NGS,[c] 1 UNV
Office of the Chief of Administrative Services
(5 posts)
1 P-5, 1 FS, 3 NGS
Joint Logistics Operations Centre (33 posts)
1 P-4, 4 P-3, 3 P-3,[b] 2 FS, 2 FS,[b]
3 NPO,[b] 9 NGS, 6 NGS,[b] 3 NGS[d]
Aviation Section
(25 posts)
1 P-4, 3 P-3, 5 FS, 1 NPO,[d]
12 NGS, 2 NGS,[d] 1 UNV
Transport Section
(166 posts)
1 P-4, 1 P-3, 13 FS,
3 NPO, 127 NGS, 6 NGS,[d]
15 UNV
Movement Control Section
(36 posts)
1 P-4, 5 FS, 1 NPO,[d]
25 NGS, 2 NGS,[d] 2 UNV
Property Management Section
(44 posts)
1 P-4, 3 P-3, 10 FS, 1 NPO,[d]
27 NGS, 2 UNV
Engineering Section
(108 posts)
1 P-4, 3 P-3, 15 FS, 2 NPO, 1 NPO,[d]
68 NGS, 4 NGS,[d] 14 UNV
Communications and Information Technology Section
(103 posts)
1 P-4, 1 P-3, 25 FS,
1 NPO, 54 NGS, 5 NGS,[d] 16 UNV
Supply Section
(53 posts)
1 P-4, 2 P-3, 8 FS, 1 NPO,
38 NGS, 2 NGS,[d] 1 UNV
Medical Section
(35 posts)
1 P-4, 1 P-3, 1 FS,
24 NGS, 2 NGS,[d] 6 UNV
Personnel Section
(189 posts)
1 P-4, 1 P-3, 11 FS, 1 NPO,[d]
173 NGS, 1 NGS,[d] 1 UNV
Staff Counselling and Welfare Unit
(5 posts)
1 P-4, 1 NPO, 2 NGS, 1 UNV
Training Unit
(7 posts)
1 P-4, 2 NPO,
2 NGS, 2 UNV
Procurement Section
(20 posts)
1 P-4, 2 P-3, 5 FS,
2 NPO, 1 NPO,[d] 6 NGS,
3 UNV
United Nations Volunteers Support Unit
(3 positions)
3 UNV

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer

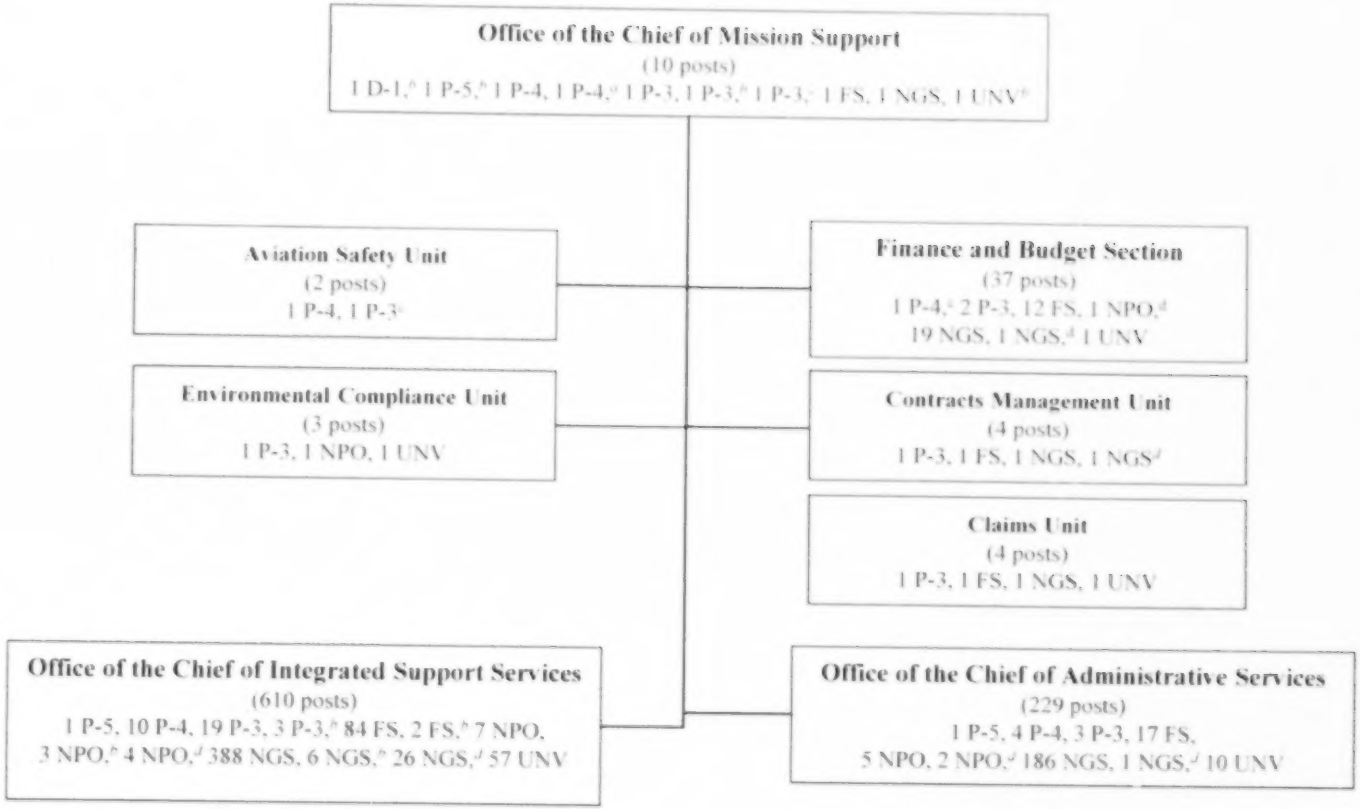
[a] Reassigned

[b] Redeployed

[c] Reclassified

[d] Converted

C. Office of the Chief of Mission Support


Office of the Chief of Mission Support
(10 posts)
1 D-1,[b] 1 P-5,[b] 1 P-4, 1 P-4,[a] 1 P-3, 1 P-3,[b] 1 P-3,[c] 1 FS, 1 NGS, 1 UNV[b]
Aviation Safety Unit
(2 posts)
1 P-4, 1 P-3[c]
Environmental Compliance Unit
(3 posts)
1 P-3, 1 NPO, 1 UNV
Finance and Budget Section
(37 posts)
1 P-4,[c] 2 P-3, 12 FS, 1 NPO,[d]
19 NGS, 1 NGS,[d] 1 UNV
Contracts Management Unit
(4 posts)
1 P-3, 1 FS, 1 NGS, 1 NGS[d]
Claims Unit
(4 posts)
1 P-3, 1 FS, 1 NGS, 1 UNV
Office of the Chief of Integrated Support Services
(610 posts)
1 P-5, 10 P-4, 19 P-3, 3 P-3,[b] 84 FS, 2 FS,[b] 7 NPO,
3 NPO,[b] 4 NPO,[d] 388 NGS, 6 NGS,[b] 26 NGS,[d] 57 UNV
Office of the Chief of Administrative Services
(229 posts)
1 P-5, 4 P-4, 3 P-3, 17 FS,
5 NPO, 2 NPO,[d] 186 NGS, 1 NGS,[d] 10 UNV

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

[a] Reassigned.

[b] Redeployed.

[c] Reclassified.

[d] Converted.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
Institutional rebuilding Contribute to the consolidation of the rule of law through improved democratic governance; support the reform of public administration, the implementation of a consensus legislative agenda and the strengthening of civil society	*Justice and the rule of law* On the basis of a mutual commitment between the United Nations and Haitian authorities, national institutions, including those responsible for the rule of law, are further strengthened in order to perform the duties of public administration and provide basic services Control and accountability mechanisms are strengthened, including the Superior Council of the Judiciary, the Court of Cassation, the General Inspectorate of the Haitian National Police, the Office for the Protection of Citizens, the Judicial Inspectorate, the Court of Auditors and Administrative Disputes, and the Anti-Corruption Unit	• The Superior Council of the Judiciary is consulted on judicial nominations, with special attention to gender-based discrimination • The decisions of the Superior Council of the Judiciary are published and available to be used as jurisprudence • The development plan for the General Inspectorate of the Haitian National Police is implemented • The Anti-Corruption Unit deals with about 40 cases per year and opens two additional offices • The Office for the Protection of Citizens is present in all 10 departments with at least one person and well-equipped permanent offices. The Office is funded in its entirety through the State budget, in line with the requirement of independence reflected in the principles of the Paris Declaration	Lead: UNDP Partners: MINUSTAH (rule of law, justice, corrections, civil affairs, political affairs, human rights, United Nations police, border management, child protection, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women, UNFPA, UNESCO, UNEP, WFP, UN-Habitat, IOM) Government of Haiti (Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Ministry of Economy and Finance, Institute for Social Welfare and Research, Service Plus employees' union, Haitian National Police, Ministry of the Interior, Territorial Collectivities and National Defence Mechanism: United Nations integrated strategic framework

Priorities	Outcomes	Outputs	Lead, partners, mechanism
	Public administration The public service is gradually modernized, and the promotion of women to positions of high responsibility is encouraged	• The action plan for reform of the State is implemented in key ministries and entities • An increasing number of women are appointed to senior civil servant positions	Lead: UNDP Partners: MINUSTAH (civil affairs, human rights, gender) United Nations country team (UNDP, UN-Women, UNICEF, UN-Habitat) Government of Haiti (Office of the President, Office of the Prime Minister, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office of the Ombudsman, Ministry of Economy and Finance, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework
	Democratic governance The political environment is sufficiently stable and democratic to ensure the continuity of national institutions and greater respect for human rights	• The Senate and the Chamber of Deputies have adopted and the executive branch has promulgated 50 per cent of the key laws and reforms included in the parliamentary agenda • A Permanent Electoral Council is able to organize and coordinate the holding of transparent, fair and credible parliamentary	Lead: MINUSTAH (political affairs) Partners: MINUSTAH (political affairs, civil affairs, human rights, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women) Government of Haiti (Office of the President, Office of the Prime Minister, Ministry of Planning and External

Priorities	Outcomes	Outputs	Lead, partners, mechanism
		elections in at least 4 departments of the country, with the help of external partners and the security, technical and logistical support of MINUSTAH	Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office of the Ombudsman, Ministry of Economy and Finance, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework
	Non-State organizations are gradually strengthened to represent the priorities and rights of their members, including women, at the municipal and departmental levels	• A growing number of organizations or platforms of civil society, including women's and youth associations, use rights-based advocacy tools to increase access to basic services	Lead: OHCHR Partners: MINUSTAH (political affairs, civil affairs, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women, UN-Habitat) Government of Haiti (Office of the President, Office of the Prime Minister, Parliament, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office of the Ombudsman, Ministry of Social Affairs and Labour, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
	Police The capacity of national institutions is reinforced to ensure security of the population throughout the country	• The administrative and operational capacity of the Haitian National Police is increased to provide the necessary services to the police contingent • 15,000 police officers deployed throughout the national territory • Haitian National Police SWAT teams (the *Compagnie d'intervention et de maintien de l'ordre* (CIMO) and the *Unités départmentales pour le maintien de l'ordre* (UDMO)) are deployed throughout the national territory and are capable of conducting crowd control operations without the support of MINUSTAH	Lead: MINUSTAH (police component) Partners: MINUSTAH (United Nations police, border management, corrections) United Nations country team (UNDP) Government of Haiti (Haitian National Police, Ministry of Economy and Finance) Mechanism: United Nations integrated strategic framework
Territorial rebuilding Strengthen the leadership and capacity of the Government, local authorities and communities to plan and manage their territories and resources with a view to reducing risk and improving the living conditions of the population in urban and rural areas	*Disaster risk reduction* National and local government and civil society institutions are strengthened and better equipped for risk and disaster prevention, management and response	• Coordination, information management and communication skills on preparedness and response to emergencies are transferred to the institutions of the national system of disaster risk management • National and departmental contingency plans are updated every year	Lead: Office for the Coordination of Humanitarian Affairs, UNDP Partners: MINUSTAH (civil affairs, Joint Operations Centre) United Nations country team (FAO, IOM, PAHO-WHO, UNEP, OHCHR, UNESCO, UNICEF, UNOPS, UNFPA) Government of Haiti (Ministry of Social Affairs and Labour, Ministry of the Interior,

Priorities	Outcomes	Outputs	Lead partners, mechanism
		• Disaster risk reduction is mainstreamed into government sectoral development plans • All 10 departmental emergency operations centres use new tools for the treatment of data and information on risk and disaster management • The activities of all non-governmental organizations and the United Nations involved in preparedness for and response to emergencies are known to local authorities	Territorial Collectivities and National Defence, Ministry of Planning and External Cooperation, municipalities, Maritime and Navigation Service of Haiti, Bureau of Mines and Energy) Mechanism: United Nations Integrated Strategic Framework
	Territorial development The planning capacity of communities (structuring, empowerment) is strengthened for their participation in the definition of, decision-making regarding and implementation of public policy, including programmes for reconstruction and the improvement of living conditions	• A community fund is in place at the national level to permit the financing of interventions for the improvement of living conditions in urban and rural areas by the communities themselves • 30 urban communities implement interventions for the reconstruction and improvement of community infrastructure and access to basic services	Lead: UNDP, UNOPS Partners: MINUSTAH (civil affairs, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)) United Nations country team (ILO, FAO, IOM, UN-Women, UN-Habitat, PAHO-WHO, WFP, UNEP, UNFPA, Office for the Coordination of Humanitarian Affairs) Government of Haiti (Office of the President, Office of the Prime Minister, Unit for the Construction of Housing

Priorities	Objectives	Outputs	Lead partners, mechanism
			and Public Buildings, Ministry of Social Affairs and Labour, Ministry of Planning and External Cooperation, Ministry of Public Works, Transport and Communications, Ministry of the Interior, Territorial Collectivities and National Defence, municipalities, Interministerial Committee for Territorial Planning, National Centre for Geospatial Information) Mechanism: United Nations integrated strategic framework
Economic rebuilding Contribute to the strengthening of the economic governance to enable the Government to implement an economic policy that is designed with the participation of all stakeholders, is focused on territorially balanced job creation and takes into account gender equity and the sustainable management of natural resources	The basics of economic governance and labour are improved and consolidated Information tools and training are available to promote awareness of the implementation of the basic standards for decent work Revision of the labour code	• Economic policy measures favourable to job creation are formulated and implemented • Textile and construction entrepreneurs begin to implement decent work standards • A tripartite review of the code process is under way, and a draft revision bill is under discussion	Lead: ILO, UNDP Partners: MINUSTAH (civil affairs, human rights, justice) United Nations country team (ILO, UNDP, UNICEF, FAO, UNAIDS) Government of Haiti (Ministry of Agriculture, Natural Resources and Rural Development, Ministry of Economy and Finance, Ministry of Social Affairs and Labour, Ministry of Education and Vocational Training, Ministry of Planning and External Cooperation, Ministry of Commerce and Industry) Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
Social rebuilding Reduce financial barriers to access to basic social services Improve equitable access to basic social services by strengthening institutional capacity to implement social policies and provide the benefits of quality decentralized services, including in emergency situations	A policy of protection against violence, abuse and exploit ion of vulnerable groups, including women, children and internally displaced persons, is developed and enforced Urban and rural populations have increased and sustainable access to potable water and sanitation A policy of protection against violence, abuse and exploitation of vulnerable groups, including women, children and internally displaced persons, is developed and enforced	• A national sanitation campaign is implemented • Review of the child protection code and the national child protection plan • Review of the decree on social work	Lead: UNICEF, United Nations country team (PAHO-WHO, UNOPS, IOM) Government of Haiti (Ministry of Public Works, Transport and Communications, Ministry of Planning and External Cooperation, Ministry of Public Health and Population) Mechanism: United Nations integrated strategic framework Lead: MINUSTAH (Child Protection Unit) United Nations country team (PAHO-WHO, UNOPS, IOM) Government of Haiti (Ministry of Public Works, Transport and Communications, Ministry of Planning and Cooperation, Ministry of Public Health and Population, Minister for Human Rights and the Fight against Extreme Poverty) Mechanism: United Nations integrated strategic framework

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; ILO, International Labour Organization; IOM, International Organization for Migration; OHCHR, Office of the United Nations High Commissioner for Human Rights; PAHO-WHO, Pan American Health Organization-World Health Organization; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme.

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Department of Field Support
Cartographic Section

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